CARBON REDUCTION PLAN

2026 PUBLICATION VERSION

A practical pathway to Net Zero greenhouse gas emissions by 2050

NET ZERO TARGET	BASELINE PERIOD	NEXT REVIEW
2050	**1 Jul 2026 to 30 Jun 2027**	**20 Jun 2027**

Legal entity	Heartbeat Healthcare Ltd
Company number	16072594
Registered office	2 Battle Place, Reading, England, RG30 1AJ
Website	https://heartbeat-healthcare.com/
Document reference	HBH-CRP-001
Version	1.0
Publication date	20 June 2026
Document status	Public and approved for website publication
Our commitment	Heartbeat Healthcare Ltd is committed to achieving Net Zero greenhouse gas emissions across its UK operations by 2050. We will prioritise real reductions in energy, travel, purchasing and waste. We will only use credible carbon removals for residual emissions that cannot reasonably be eliminated.

Approved by Shadreck Chawira, Director | 20 June 2026

1 Document control and approval

Document title	Carbon Reduction Plan 2026
Document reference	HBH-CRP-001
Owner	Shadreck Chawira, Director
Approved by	Board of Directors / senior management
Version	1.0
Approval and publication date	20 June 2026
Effective date	20 June 2026
Baseline measurement period	1 July 2026 to 30 June 2027
First quantified update due	By 31 December 2027
Next formal review	20 June 2027, or sooner if operations, law or reporting guidance materially change
Status	Public document for website publication
Applies to	All UK operations, directors, employees, workers, temporary staff, contractors and relevant suppliers

1.1 Version history

Version	Date	Author / owner	Summary of change	Approval
1.0	20 June 2026	Shadreck Chawira	First organisation-wide Carbon Reduction Plan. Establishes the 2050 Net Zero commitment, first full baseline period, reduction pathway, controls and annual reporting arrangements.	Approved

Important reporting maturity statement	Heartbeat Healthcare Ltd is a small and recently established organisation. At the date of publication, a complete twelve-month organisational greenhouse gas inventory is not yet available. We have therefore chosen not to publish invented or unsupported carbon figures. This initial plan establishes a clear measurement boundary, a full baseline period and practical controls. Quantified Scope 1, Scope 2 and relevant Scope 3 emissions will be published after the baseline year. Until that update is complete, this document should not be represented as a fully completed PPN 006 submission for an in-scope central government procurement.

1.2 Related documents

- Environmental and sustainability policy
- Business continuity and emergency planning arrangements
- Travel, mileage and expenses procedure
- Procurement and supplier due diligence procedure
- Waste management and confidential disposal procedure
- Data protection, information security and records management policies
- Recruitment, induction, training and supervision procedures

2 Director's statement

At Heartbeat Healthcare Ltd, we recognise that climate change affects health, wellbeing, infrastructure, transport and the resilience of essential services. As a provider of healthcare staffing and unregulated home support, we have a responsibility to reduce the environmental impact of our own operations while preserving safe, reliable and person-centred service delivery.

We are a small and growing company. This means that our approach must be ambitious enough to drive genuine progress but proportionate enough to be deliverable. Our plan therefore begins with accurate measurement, disciplined use of resources and practical decisions about travel, energy, digital systems, purchasing and waste. We will not claim reductions that we cannot evidence.

Our commitment is to achieve Net Zero greenhouse gas emissions across our UK operations by 2050. We will pursue direct reductions first. We will use carbon offsetting or removals only for a small residual balance that remains after reasonable and technically feasible reductions have been made.

The first full baseline period will run from 1 July 2026 to 30 June 2027. During that period, we will gather electricity, mileage, travel, commuting, waste, purchasing and delivery data. We will publish a quantified update by 31 December 2027 and then report annually. As the company grows, we will use both absolute emissions and an intensity measure based on service or staffing hours so that environmental performance remains visible and comparable.

Every director, manager, worker and supplier has a part to play. Our priorities are clear: reduce unnecessary travel, use energy and materials efficiently, digitise responsibly, choose lower-carbon options where practical, engage our supply chain, and build environmental awareness into everyday decisions.

	**Shadreck Chawira** Director, Heartbeat Healthcare Ltd Signed: 20 June 2026

3 Executive summary

This Carbon Reduction Plan sets out how Heartbeat Healthcare Ltd will measure, manage and reduce greenhouse gas emissions from its UK operations. It is an organisation-wide plan and is not linked to any single commissioner, local authority, contract or service location.

2050 Net Zero target	**2026/27** First full baseline	**Annual** Public progress update
10% Gross reduction target by 2030	**50%** Gross reduction target by 2040	**90%+** Gross reduction before residual removals by 2050

3.1 Our immediate priorities

- Complete a reliable first full organisational carbon baseline using the latest UK Government greenhouse gas conversion factors.
- Capture all material business mileage and travel data from the start of the baseline period.

- Reduce avoidable journeys through sensible scheduling, local deployment, remote administration and digital meetings.
- Use energy-efficient equipment, minimise unnecessary printing and extend the useful life of digital devices.
- Introduce proportionate environmental criteria into purchasing and supplier review decisions.
- Train managers and brief all staff on the behaviours required to meet this plan.
- Publish progress annually, including the methodology, data limitations, actions completed and revised priorities.

Contents

This contents list is provided for navigation. Page numbering may change when the document is updated or published in another format.

4 About Heartbeat Healthcare Ltd and the scope of this plan

Heartbeat Healthcare Ltd is a small UK healthcare and support business based in Reading. The company provides healthcare staffing and workforce support together with unregulated domiciliary and home support services. The company is developing its governance and operating arrangements in preparation for future growth and, where appropriate, future regulated activity.

This plan covers the activities for which Heartbeat Healthcare Ltd has operational control within the United Kingdom. It includes direct operations and the material indirect emissions that arise because of the way we travel, purchase goods and services, use digital systems and manage waste.

4.1 Activities within scope

- Administrative and management activity undertaken from the registered office, other work locations and home-working environments.
- Recruitment, staffing, rota coordination, compliance and workforce management activities.
- Unregulated home support and community-based support activity.
- Business travel undertaken by directors, employees, workers and contractors on behalf of the company.
- Purchased electricity and any fuels used in premises, vehicles or equipment that are owned or operationally controlled by the company.
- Material purchased goods and services, waste, deliveries, staff commuting and relevant digital or cloud services where data can reasonably be obtained.

4.2 Activities outside the initial boundary

The initial boundary does not include emissions over which Heartbeat Healthcare Ltd has no ownership, operational control or reasonable access to data, unless those emissions are required within the relevant Scope 3 reporting boundary. Any exclusions will be listed, justified and reviewed annually. We will not use exclusions to conceal material emissions.

4.3 Operational context

Care and staffing services are people-centred and travel-dependent. Some journeys are necessary to protect continuity, punctuality, safeguarding and service quality. Our aim is therefore not to eliminate essential travel. Our aim is to avoid unnecessary journeys, deploy people intelligently, choose lower-carbon travel where practical and make each journey as efficient as possible.

5 Commitment to Net Zero and guiding principles

Net Zero commitment	Heartbeat Healthcare Ltd is committed to achieving Net Zero greenhouse gas emissions across its UK operations by 2050.

Net Zero means reducing greenhouse gas emissions as far as reasonably and technically possible, then balancing only the residual emissions through credible and independently verifiable greenhouse gas removals. It does not mean purchasing low-quality offsets while avoidable emissions continue unchanged.

5.1 Our principles

Principle	What it means in practice
Measure before claiming	We will use evidence, documented assumptions and recognised conversion factors. We will clearly distinguish measured data, estimates and exclusions.

Principle	What it means in practice
Reduce first	Operational reduction will take priority over offsetting. Our investment decisions will consider lifetime emissions, not only initial purchase price.
Protect service quality	Environmental action must not compromise safety, dignity, continuity, accessibility or person-centred support.
Act proportionately	Controls will be appropriate to the size and risk profile of the company. We will build capability in stages and strengthen the plan as data improves.
Engage people	Directors, staff, workers, people receiving support, families and suppliers will be encouraged to contribute practical ideas.
Report transparently	We will publish progress annually and explain where targets are met, missed or revised.
Support a just transition	We will avoid placing unreasonable costs or burdens on lower-paid workers. Changes to travel or equipment expectations will be introduced fairly and after consultation.
Continuously improve	Targets, methods and controls will be reviewed against current guidance and operational experience.

6 Carbon accounting methodology

Our carbon accounting approach is designed to be consistent with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, the Corporate Value Chain Scope 3 Standard, current UK Government environmental reporting guidance and the current technical standard supporting PPN 006. We will use the UK Government conversion factors applicable to the reporting year.

6.1 Organisational boundary

Heartbeat Healthcare Ltd will use the operational control approach. Emissions will be included where the company has authority to introduce and implement operating policies. Where premises, vehicles or services are shared, we will use a reasonable and documented allocation method, such as metered consumption, floor area, headcount, time or usage.

6.2 Operational boundary

Scope	Definition	Likely Heartbeat sources	Initial treatment
Scope 1	Direct emissions from sources owned or controlled by the company.	Fuel used in any owned or controlled vehicles, gas or other heating fuel, refrigerant leakage.	Confirm all sources. Record as zero only where evidence supports that no source exists.
Scope 2	Indirect emissions from purchased electricity, heat, steam or cooling.	Electricity used in directly controlled offices or other premises.	Use supplier bills or landlord data. Report location-based emissions and market-based information where reliable.
Scope 3	Other indirect emissions arising from the value chain.	Business travel, employee commuting, waste, deliveries, purchased goods and services, home working and digital services.	Prioritise the five categories required by PPN 006, then expand coverage according to materiality and data availability.

6.3 Greenhouse gases and reporting unit

Emissions will be reported in tonnes of carbon dioxide equivalent, written as tCO2e. This converts the climate impact of different greenhouse gases into a common unit. Where data allows, the inventory will include the greenhouse gases covered by recognised reporting standards, including carbon dioxide, methane, nitrous oxide and relevant fluorinated gases.

6.4 Data hierarchy

1. Primary activity data, such as kWh of electricity, litres of fuel, miles travelled, kilograms of waste and supplier-specific emissions.
2. Reliable secondary data, such as landlord statements, expense records, mileage claims, rota records or supplier reports.
3. Documented estimates based on recognised conversion factors or spend-based methods where activity data is not available.
4. No estimate where an unsupported figure would be misleading. The omission will instead be disclosed and a data improvement action recorded.

6.5 Calculation method

The general calculation will be: activity data multiplied by the relevant greenhouse gas conversion factor. For example, electricity consumption in kWh will be multiplied by the electricity factor for the relevant year, and business mileage will be multiplied by the factor for the relevant vehicle and fuel type. The calculation workbook, source evidence and assumptions will be retained as controlled records.

6.6 Materiality and estimation

We will focus first on sources that are expected to be material for a small care and staffing company. These are likely to be travel, commuting, electricity, purchased services, digital equipment, waste and deliveries. Small or immaterial sources may be estimated using a proportionate method. Material categories will not be excluded solely because data collection is inconvenient.

7 Baseline emissions and current reporting status

7.1 Baseline period

The first full baseline period will be 1 July 2026 to 30 June 2027. This period has been selected because it begins immediately after publication of this plan and will capture a complete twelve months of activity under a defined data collection process. The baseline will become the reference point against which future reductions are measured.

A quantified baseline update will be approved and published by 31 December 2027. If material data gaps remain at that date, we will publish the best available calculation, state the limitations and set a deadline for correction. Where improved evidence later changes the baseline materially, we will restate the baseline transparently and preserve an audit trail.

7.2 Current emissions reporting status

Emission source	Current quantified figure	Status at publication	Action during baseline year
Scope 1	Not yet quantified	Source mapping required. Expected to be limited for a small service-based company, but no zero claim will be made without evidence.	Confirm premises heating, owned or controlled vehicles, fuel use and refrigerants.
Scope 2	Not yet quantified	Electricity consumption data is not yet available for a complete reporting period.	Obtain bills, meter data or landlord allocation and record kWh by month.
Scope 3: business travel	Not yet quantified	Likely to be a material category.	Record date, journey purpose, origin, destination, mileage, transport mode, vehicle type and fuel where available.
Scope 3: employee commuting and home working	Not yet quantified	Data collection process to be introduced.	Undertake an annual anonymous commuting and home-working survey using a proportionate method.
Scope 3: waste	Not yet quantified	Expected to be low in volume but relevant.	Obtain waste contractor data where available and record confidential waste, mixed recycling and general waste.
Scope 3: upstream transport and deliveries	Not yet quantified	Expected to be low to moderate.	Record material courier and delivery activity or use supplier data where available.
Scope 3: downstream transport and distribution	To be assessed	May be not applicable to a service-based business unless goods are transported after sale.	Complete applicability assessment and document the conclusion.
Total organisational emissions	Not yet quantified	Will be published after the full baseline period.	Complete calculations using 2026 and 2027 Government conversion factors as appropriate to the activity dates.

7.3 Initial materiality assessment

Source	Expected materiality	Reason	Priority
Business travel and mileage	High	Community and staffing services require travel between homes, workplaces and meetings.	Immediate
Employee commuting	Medium to high	A dispersed workforce may travel regularly to assignments.	Baseline year

Source	Expected materiality	Reason	Priority
Purchased electricity	Low to medium	The company has a modest administrative footprint but electricity remains controllable.	Immediate
Purchased goods and services	Medium	Recruitment, training, IT, uniforms, equipment and professional services may create indirect emissions.	Progressive
Digital systems and devices	Medium	Cloud use and equipment manufacture are indirect sources. Data may initially be limited.	Progressive
Waste	Low	Office waste is expected to be small, but confidential paper and electronic waste require controls.	Immediate controls
Deliveries and couriers	Low	The business is service-based and does not routinely distribute products.	Monitor

Why no estimated tonnes are shown in this first publication	No reliable activity dataset has been provided for a complete reporting year. Publishing a precise tonnage without evidence would create false assurance. This plan instead commits the company to a defined baseline year, specific data controls, annual publication and a transparent target pathway.

8 Emissions reduction targets

Our long-term target is Net Zero by 2050. Our interim targets are deliberately staged. They recognise that Heartbeat Healthcare Ltd is a small, growing organisation whose absolute emissions may be influenced by service expansion. We will therefore monitor both gross absolute emissions and an intensity measure based on operational activity.

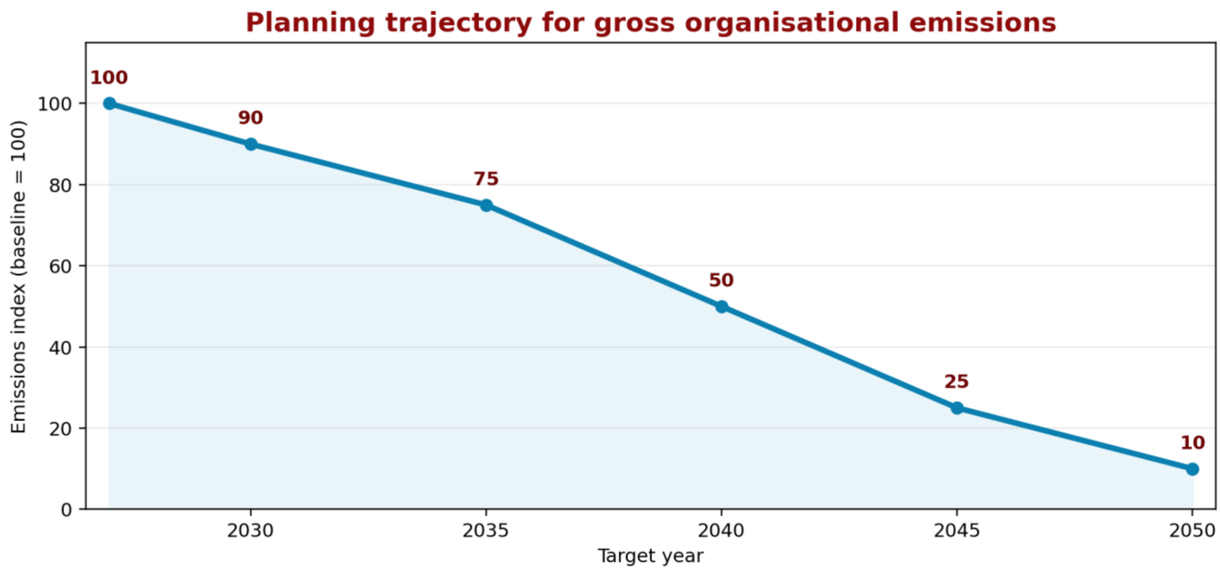

Figure 1. Planning trajectory. The baseline index will be replaced with quantified tCO2e after the first full reporting year.

8.1 Headline reduction pathway

Milestone	Gross absolute emissions target	Intensity target	Key enabling outcome	Review point
Baseline 2026/27	Establish 100% index	Establish tCO2e per 1,000 service or staffing hours	Complete evidence-based inventory and source register	December 2027
2030	At least 10% below baseline	At least 20% below baseline	Reliable data, lower travel, renewable electricity where controlled, digital and purchasing controls	Annual
2035	At least 25% below baseline	At least 35% below baseline	Material supplier engagement and significant shift towards lower-emission travel	Annual
2040	At least 50% below baseline	At least 60% below baseline	Low-carbon operations embedded across energy, travel, procurement and technology	Annual
2045	At least 75% below baseline	At least 80% below baseline	Near-zero operational model and zero-emission owned or leased vehicles where applicable	Annual
2050	At least 90% gross reduction, then neutralise residual emissions using credible removals	Net Zero intensity	Net Zero across UK operations	Board confirmation

8.2 Supporting operational targets

Target	Deadline	Measure	Owner
Record all material business mileage and business travel	From 1 July 2026	At least 95% of claims and journeys contain sufficient mode, distance and purpose data	Director / administration
Complete first verified organisational baseline	31 December 2027	Published Scope 1, Scope 2 and relevant Scope 3 inventory	Director
Train all managers on carbon responsibilities	30 June 2027	100% completion and annual refresher	Director / training lead
Reduce office paper purchased per FTE	31 December 2030	50% reduction from baseline	Administration
Use renewable electricity for directly controlled premises where contractually possible	31 December 2030	100% of controlled electricity under a recognised renewable tariff or equivalent evidence	Director
Screen key suppliers for environmental performance	31 December 2030	100% of key or high-spend suppliers screened; 50% of total addressable spend covered	Procurement owner
Increase zero-emission share of reimbursed business mileage	31 December 2030	At least 20% of recorded business miles, subject to accessibility and operational feasibility	Operations
Reduce avoidable mixed office waste	31 December 2030	25% reduction by weight or volume from baseline where measurable	Administration

Targets will be reviewed after the baseline is quantified. We may strengthen them if evidence shows that faster reductions are practical. If a target must be restated because of acquisition, major service expansion, a change of boundary or improved data, the reason and effect will be published.

9 Measures already in place or commencing

The following measures reflect the current operating model of a small service-based company and the controls being introduced alongside this plan. They are intended to create immediate behavioural improvements while the full baseline is being developed.

Measure	Status	Carbon benefit	Evidence / control
Digital-first administration and electronic records where lawful and appropriate	Commencing	Reduces routine printing, postage, storage and travel for document exchange.	Document templates, digital approvals and print monitoring.
Remote meetings for suitable administrative activity	In use / expanding	Avoids unnecessary car journeys while maintaining face-to-face contact where service quality requires it.	Meeting records and travel claims.
Local deployment and rota planning	Commencing	Reduces travel distance and improves punctuality and continuity.	Rota review, postcode mapping and mileage reports.
Low-energy IT settings and switch-off expectations	Commencing	Reduces electricity consumption and extends equipment life.	Induction brief, equipment settings and spot checks.
Purchasing only what is needed	In use	Reduces unused stock, packaging and embedded carbon.	Purchase approval and stock checks.
Recycling and secure confidential disposal	In use / formalising	Diverts paper and recyclable material from general waste.	Waste arrangements, collection evidence and staff instructions.
Annual public carbon review	Adopted	Creates accountability and supports continuous improvement.	Board review, published update and action log.

10 Action plan 2026 to 2030

The action plan below prioritises low-cost and high-control measures first. More capital-intensive measures will be considered after the baseline has identified where they will deliver the greatest benefit.

10.1 Governance and carbon data

Action	Deadline	Outcome	Evidence	Owner
Appoint the Director as executive owner and name an operational carbon coordinator.	Jun 2026	Clear accountability and escalation.	Appointment record and meeting terms of reference.	Director
Introduce a monthly carbon data log for electricity, fuel, mileage, travel, waste and major purchases.	Jul 2026	Consistent evidence for the baseline.	Completed log and source documents.	Administration
Complete a full source and boundary review.	Sep 2026	No material source omitted.	Approved boundary register.	Director
Undertake staff commuting and home-working survey.	Mar 2027	Scope 3 evidence and travel insight.	Survey analysis.	Administration
Calculate and publish the first full baseline.	Dec 2027	Quantified organisational footprint.	Published update and calculation workbook.	Director
Review targets and approve annual improvement programme.	Annually	Targets remain evidence-based and proportionate.	Board minutes and revised action plan.	Board

10.2 Energy, equipment and digital systems

Action	Deadline	Measure	Owner

Action	Deadline	Measure	Owner
Establish electricity consumption and tariff data for all directly controlled premises.	2026/27	Complete monthly kWh record.	Director / landlord liaison
Set default sleep, shutdown and low-power settings on company-controlled devices.	Dec 2026	100% of compatible devices configured.	IT / administration
Adopt a repair-before-replace and minimum useful-life approach for laptops and phones.	Jan 2027	Target four-year useful life unless security or performance requires earlier replacement.	Director
Purchase energy-efficient equipment when replacements are needed.	Ongoing	Energy performance considered in 100% of material equipment purchases.	Procurement owner
Move directly controlled electricity to a credible renewable tariff where feasible.	2030	100% of controlled supply.	Director
Engage cloud and software suppliers on energy and carbon reporting.	2028	Environmental information obtained for key digital suppliers.	Procurement owner

10.3 Travel and service delivery

Action	Deadline	Measure
Record business travel by mode, mileage, vehicle type and purpose.	From Jul 2026	At least 95% data completeness.
Use local recruitment and deployment where this supports safe and reliable service delivery.	Ongoing	Average reimbursed miles per service or staffing hour monitored.
Use route planning and clustered scheduling to reduce repeat and cross-area travel.	2027	Quarterly mileage trend and exception review.
Default suitable administrative meetings to telephone or video.	2026	At least 80% of routine internal administrative meetings remote by 2027.
Promote public transport, walking and cycling where safe, accessible and practical.	Ongoing	Travel guidance and staff communications.
Introduce proportionate support for lower-emission and electric vehicle use.	By 2030	At least 20% of reimbursed business mileage from zero-emission vehicles, subject to feasibility.

10.4 Procurement, waste and workforce actions

Action	Deadline	Measure / evidence	Owner
Add proportionate environmental questions to key supplier due diligence.	2027	Supplier policy, energy, travel, waste and carbon data considered.	Procurement owner
Prefer recycled, reusable, repairable and lower-packaging products where quality and safety are equivalent.	Ongoing	Purchase records and approved product standards.	All purchasers
Consolidate routine orders to reduce delivery frequency.	2027	Fewer low-value individual deliveries.	Administration
Reduce office paper purchased per FTE by 50%.	2030	Purchase data compared with baseline.	Administration
Ensure electronic waste is processed through an authorised route.	Ongoing	WEEE evidence or supplier certificate.	Administration
Deliver carbon awareness training to managers and brief all staff at induction.	2027	100% manager training and staff induction coverage.	Training lead
Invite practical carbon-saving ideas through supervision, team meetings and surveys.	Ongoing	Ideas log and completed actions.	Managers

10.5 Annual implementation cycle

Quarter	Core activity	Output	Decision point
Q1	Confirm boundary, owners, data sources and annual priorities.	Approved annual plan and data register.	Are targets and resources adequate?
Q2	Review six-month data, mileage trends, supplier actions and staff engagement.	Mid-year dashboard and corrective actions.	Are data gaps or emissions trends emerging?
Q3	Undertake survey work, sample evidence and plan next-year measures.	Draft inventory and investment options.	Which actions offer the best carbon and service benefit?
Q4	Complete calculations, management review and public update.	Approved annual Carbon Reduction Plan update.	Are targets met, missed or to be strengthened?

11 Longer-term pathway 2030 to 2050

The longer-term pathway will be refined as technology, transport infrastructure, energy markets and the company's operating model develop. The following direction is intended to guide investment and strategic decisions without committing the company to technologies that may later prove unsuitable.

Period	Strategic focus	Expected outcome	Decision tests
2030 to 2035	Deepen supplier engagement, increase low and zero-emission travel, improve premises energy performance and expand Scope 3 coverage.	At least 25% gross reduction from baseline.	Service safety, total cost, accessibility, evidence of carbon benefit.
2035 to 2040	Replace high-emission assets at end of life, embed low-carbon procurement and use better supplier-specific data.	At least 50% gross reduction.	Whole-life cost and emissions, reliability, charging or infrastructure availability.
2040 to 2045	Move towards near-zero operational energy and transport, with all owned or leased vehicles zero-emission where applicable and feasible.	At least 75% gross reduction.	Technology maturity, service continuity and equitable workforce impact.
2045 to 2050	Eliminate remaining avoidable emissions and secure credible removals for a small residual balance.	At least 90% gross reduction and Net Zero by 2050.	Additionality, permanence, verification and avoidance of double counting.

Growth and acquisitions	If Heartbeat Healthcare Ltd expands materially, opens new offices, acquires another business or begins a new service model, the emissions boundary and baseline will be reviewed. The company will distinguish genuine carbon performance from changes caused solely by organisational growth.

12 Service delivery and care-specific decarbonisation

Environmental improvement in care-related services must be practical and person-centred. People receiving support should not experience reduced choice, unsafe staffing, delayed visits or barriers to communication because of a carbon target. The following principles will apply.

- Care and support needs come first. Travel will not be removed where it is necessary for safe, reliable or timely service delivery.
- Staff deployment will consider proximity, competence, continuity, compatibility and working-time requirements together, rather than distance alone.

- Remote contact will only be used where it is appropriate, agreed and does not replace necessary in-person support.
- Digital systems will be selected and used in a way that protects confidentiality, accessibility and information security.
- Products used in service delivery will be safe, suitable and compliant. Environmental alternatives will only be adopted where they meet equivalent quality requirements.
- People receiving support and their families will be encouraged, but never pressured, to participate in suitable sustainability measures.
- Weather-related disruption, heat risk, flooding, transport interruptions and power loss will be considered within business continuity arrangements.

12.1 Service design opportunities

Opportunity	Practical approach	Safeguard
Local workforce development	Recruit and deploy competent workers within reasonable travel distance where possible.	No compromise on safer recruitment, competence or compatibility.
Smarter scheduling	Group compatible visits and minimise unnecessary return journeys.	Respect visit times, continuity, rest breaks and working-time limits.
Digital communication	Use secure electronic communication for suitable updates and meetings.	Maintain accessible alternatives and consent.
Reduced consumables	Avoid unnecessary duplicate printing and packaging.	Retain records and equipment required for safety and compliance.
Community connections	Support access to local services and activities where this meets personal goals.	Choice and individual outcomes remain central.

13 Travel and transport

Travel is expected to be one of the most significant emissions sources for Heartbeat Healthcare Ltd. Our approach is to reduce avoidable mileage, shift suitable journeys to lower-carbon modes and improve vehicle efficiency, while maintaining safety, punctuality and workforce fairness.

13.1 Travel hierarchy

1. Avoid the journey where a secure telephone or video meeting will achieve the same administrative purpose.
2. Reduce distance through local recruitment, local deployment, route planning and clustered scheduling.
3. Use walking, cycling or public transport where safe, practical, accessible and compatible with working hours.
4. Share journeys where lawful, safe and practical, without creating safeguarding, privacy or infection control concerns.
5. Use lower-emission or zero-emission vehicles where available and suitable.
6. Record and review unavoidable travel so that future decisions are evidence-based.

13.2 Travel data requirements

Data field	Purpose	Minimum evidence
Journey date and purpose	Distinguishes business travel from commuting and tests necessity.	Expense claim, diary or rota.
Origin, destination and mileage	Supports distance calculation and route analysis.	Mileage claim or mapping record.

Data field	Purpose	Minimum evidence
Mode of travel	Applies the correct conversion factor.	Car, public transport, taxi, walking, cycling or other.
Vehicle type and fuel	Improves calculation accuracy.	Fuel type and vehicle size where known.
Passenger or car-share information	Avoids double counting and identifies shared travel.	Claim declaration.
Cost and supplier	Supports reconciliation and spend-based fallback estimates.	Receipt or invoice.

Fairness to workers	The company will not impose unreasonable vehicle replacement expectations on staff or penalise individuals who cannot access an electric vehicle. Incentives, guidance and operational changes will be proportionate and will take account of pay, disability, rural transport, shift patterns and charging availability.

14 Responsible procurement and supply chain

A significant part of our footprint may sit within purchased goods and services. We will use our purchasing influence proportionately, focusing first on high-spend, high-frequency or high-carbon categories. Environmental performance will be considered alongside safety, quality, accessibility, ethical labour, information security, service continuity and value for money.

14.1 Supplier expectations

- Comply with relevant environmental law and manage waste responsibly.
- Provide environmental or carbon information when reasonably requested.
- Reduce unnecessary packaging and offer consolidated deliveries where practical.
- Offer energy-efficient, durable, repairable, reusable or recycled-content products where suitable.
- Maintain lawful arrangements for confidential waste, electronic waste and hazardous materials where relevant.
- Avoid unsupported environmental claims and provide evidence for material claims.
- Work collaboratively on practical reductions during the life of a contract.

14.2 Proportionate supplier screening

Supplier tier	Example	Minimum carbon due diligence	Review frequency
Key / strategic	Core software, staffing platforms, premises, major training or equipment suppliers.	Environmental policy, carbon targets, energy and travel approach, waste controls, reporting evidence.	At appointment and annually.
Routine / material spend	Office supplies, uniforms, printing, couriers, professional services.	Packaging, delivery, recycled content, durability, local supply and disposal options.	At procurement and renewal.
Low value / low risk	Occasional minor purchases.	Use approved lower-impact options where available.	Periodic category review.

14.3 Whole-life value

Purchasing decisions will consider whole-life value. This includes expected energy use, maintenance, useful life, repairability, consumables, packaging, delivery frequency and end-of-life disposal. The cheapest initial item will not automatically be selected where it creates avoidable cost, waste or carbon over its life.

15 Energy, digital systems and resource efficiency

15.1 Premises and electricity

- Record electricity consumption for directly controlled premises using bills, meter data or a documented landlord allocation.
- Use LED lighting, efficient heating controls and responsible temperature settings where the company has control.
- Switch off lights, chargers, screens and equipment when not required, subject to security and operational needs.
- Choose a credible renewable electricity tariff for directly controlled supplies where feasible and proportionate.
- Consider energy performance and accessibility when selecting future premises.

15.2 Digital systems and equipment

- Use digital records to reduce paper while ensuring that records remain accurate, secure, accessible and lawfully retained.
- Avoid unnecessary duplication of files and excessive email attachments where secure links or shared records are suitable.
- Configure devices for low-power operation and automatic shutdown where appropriate.
- Repair, upgrade or redeploy devices before replacement where this remains secure and cost-effective.
- Use authorised recycling or take-back routes for end-of-life electronic equipment and securely erase data.
- Ask key cloud and software suppliers for environmental or energy information as market reporting improves.

15.3 Paper and printing

The company will use electronic documents by default, but paper will remain available where required for accessibility, legal compliance, service continuity or individual preference. Printing will be double-sided and monochrome by default where suitable. Paper purchases will be monitored and recycled-content paper preferred when quality requirements are met.

16 Waste and the circular economy

Our waste hierarchy is to prevent waste first, then reduce, reuse, repair and recycle. Disposal is the final option. Confidentiality, infection control, safety and legal requirements will always take priority.

Waste stream	Prevention and reduction	Required control	Evidence
Paper and confidential records	Digital-first working, avoid duplicate printing, print only required pages.	Secure confidential destruction and appropriate recycling.	Collection record or supplier certificate.
General office waste	Purchase only what is needed and use reusable items.	Separate recyclable material where facilities allow.	Waste invoices or local arrangements.
Packaging	Prefer reduced or recyclable packaging and consolidate orders.	Store and recycle clean packaging where possible.	Supplier and purchase review.

Waste stream	Prevention and reduction	Required control	Evidence
Electronic waste	Extend life, repair and redeploy.	Use authorised WEEE route and secure data erasure.	Transfer note, certificate or supplier confirmation.
Care-related waste	Avoid unnecessary materials but do not compromise safety.	Follow the correct clinical, hazardous or household waste route where relevant to the service.	Service-specific procedure and contractor evidence.

17 People, training and culture

Carbon reduction will only be sustained if it becomes part of routine decision-making. Heartbeat Healthcare Ltd will build awareness without creating blame or unrealistic expectations. Staff will be encouraged to identify waste and propose changes that improve both environmental performance and service delivery.

17.1 Training and communication

Audience	Content	Frequency	Evidence
Directors and managers	Net Zero commitment, carbon scopes, legal and procurement context, data responsibilities, target review and decision-making.	On appointment and annual refresher.	Training record and management minutes.
All staff and workers	Travel, energy, paper, waste, reporting ideas and service-specific safeguards.	Induction and annual update.	Induction checklist, briefing or e-learning record.
Administration and finance	Data collection, mileage, invoices, electricity, waste, evidence retention and calculation controls.	Role-specific and when processes change.	Competency check and data quality review.
Purchasers and contract owners	Whole-life purchasing, supplier questions, green claims and contract monitoring.	Before exercising procurement responsibility.	Training record and supplier review file.

17.2 Employee voice and recognition

Environmental ideas may be raised through supervision, team meetings, surveys, audits, incident learning and direct communication with management. Practical ideas that reduce emissions or waste without compromising quality will be recorded, tested and, where effective, incorporated into procedures. Recognition will focus on contribution and learning rather than competition.

18 Climate risk, resilience and business continuity

Reducing emissions is only one part of responsible climate management. The company must also prepare for the effects of climate change and weather disruption. Climate-related risks will be considered within business continuity, health and safety, safeguarding and service planning.

Risk	Potential effect	Control	Owner / review
Extreme heat	Heat stress, reduced worker wellbeing, risk to vulnerable people and equipment.	Heat guidance, welfare checks, hydration, adjusted working arrangements and escalation.	Operations, seasonal review.
Flooding and severe weather	Travel disruption, delayed visits, inaccessible premises or power loss.	Weather monitoring, contingency rotas, welfare calls, alternative travel and emergency contacts.	Operations, business continuity review.

Risk	Potential effect	Control	Owner / review
Energy or communications outage	Loss of digital access, charging or office function.	Back-up access arrangements, emergency contacts, secure offline continuity information and device charging plans.	Director / information governance.
Transport transition	Vehicle and fuel costs, charging gaps or workforce inequity.	Phased targets, consultation, local deployment and no unreasonable vehicle requirements.	Board, annual review.
Supplier disruption	Shortages, price volatility or unavailable lower-carbon products.	Approved alternatives, stock discipline and supplier resilience review.	Procurement owner.
Greenwashing or inaccurate claims	Reputational, procurement and legal risk.	Evidence-based claims, approval control and transparent limitations.	Director, before publication.

19 Governance, monitoring and annual reporting

19.1 Roles and responsibilities

Role	Core responsibility	Minimum evidence
Board of Directors / senior management	Approve the Net Zero commitment, targets, annual plan, resources and public report. Challenge performance and material claims.	Minutes, signed plan and annual review.
Director and plan owner	Maintain this plan, resolve data gaps, coordinate calculations and ensure annual publication.	Action log, calculation file and approval record.
Managers and coordinators	Apply travel, resource, scheduling and procurement controls and engage staff.	Supervision, rota review and local action evidence.
Administration and finance	Collect and reconcile bills, claims, invoices, mileage and waste information.	Monthly data register and source documents.
All staff and workers	Follow practical controls, provide accurate travel information and suggest improvements.	Claims, training and feedback.
Suppliers and contractors	Provide requested information and meet agreed environmental requirements.	Due diligence, contract terms and supplier reviews.

19.2 Monitoring frequency

- **Monthly:** capture electricity, fuel, mileage, travel, waste and material purchase data.
- **Quarterly:** review completeness, trends, exceptions and action plan progress.
- **Annually:** calculate emissions, review targets, approve improvement priorities and publish an updated plan.
- **Event-driven:** reassess the boundary after material growth, acquisition, relocation, new premises, fleet changes or new service models.

19.3 Annual public report content

- Reporting year and organisational boundary.
- Scope 1, Scope 2 and relevant Scope 3 emissions in tCO_2e.
- Methodology, conversion factors, assumptions, estimates and exclusions.
- Comparison with the baseline and previous year.
- Absolute emissions and intensity performance.
- Actions completed, quantified benefits where evidence supports them, and actions delayed.
- Progress against targets and reasons for any variance.
- New targets, planned investments and data quality improvements.
- Director approval and publication date.

20 Assurance, claims and use of offsets

20.1 Internal assurance

Before publication, the carbon inventory will be reconciled to supporting records and reviewed by a person who was not solely responsible for the original calculation where practical. Checks will cover completeness, calculation formulas, factor selection, duplicate entries, units, scope classification and consistency with the organisational boundary.

20.2 External assurance

External verification is not proportionate for this initial unquantified plan. The company will consider independent assurance when the footprint becomes material, when a contract requires it, when stakeholder confidence would benefit or when carbon claims become financially significant. The level of assurance will be stated clearly.

20.3 Environmental claims

All public environmental claims must be specific, evidence-based and approved by the Director. We will avoid broad statements such as green, carbon neutral or zero carbon unless the scope, period, method and evidence are clearly explained. Reductions achieved through grid decarbonisation will be distinguished from reductions caused by our own actions where this can reasonably be assessed.

20.4 Carbon offsets and removals

Offsets are not a substitute for reducing emissions. Before 2050, the company may support credible climate projects as an additional voluntary contribution, but this will not be presented as eliminating our operational footprint. For the final Net Zero balance, only high-quality, independently verified removals with robust additionality, permanence, traceability and protection against double counting will be considered.

21 Communication and publication

This plan will be published on the Heartbeat Healthcare Ltd website and made available to staff, workers, clients, commissioners, suppliers and other stakeholders on request. The public version will not contain personal data, commercially sensitive information or security-sensitive details.

A new version will be published at least annually. Superseded versions will be retained within document control records so that progress and changes can be traced. Where a tender or contract requires a particular carbon template, the company will use the latest applicable template and ensure that the information is consistent with the approved organisational inventory.

22 Declaration and sign-off

This Carbon Reduction Plan has been prepared for Heartbeat Healthcare Ltd and applies to its UK operations. It records the company's commitment to achieving Net Zero greenhouse gas emissions by 2050 and establishes the method, baseline period, interim targets, governance and carbon reduction measures that will be used to deliver that commitment.

At the date of approval, a complete twelve-month emissions inventory is not yet available. The company therefore commits to complete the first full baseline for 1 July 2026 to 30 June 2027 and to publish quantified Scope 1, Scope 2 and relevant Scope 3 emissions by 31 December 2027. The company will use the appropriate UK Government greenhouse gas conversion factors and recognised greenhouse gas accounting standards.

The Board of Directors and senior management have reviewed this plan and approve it for company-wide implementation and public website publication.

Signed	
Name	Shadreck Chawira
Position	Director
Date	20 June 2026
Next review	20 June 2027, or sooner if required

Appendix A: Emissions boundary and Scope 3 categories

The following table defines the main categories that will be assessed. The five Scope 3 categories highlighted as required are those specified in the current technical standard supporting PPN 006. Additional categories are included where they may be material to Heartbeat Healthcare Ltd.

Category	Included source	Initial applicability	Data method	Priority
Scope 1	Owned or controlled vehicle fuel	To confirm	Fuel records or mileage/fuel estimate	High if applicable
Scope 1	Gas or other heating fuel	To confirm	Bills or landlord allocation	Medium
Scope 1	Refrigerants	To confirm	Maintenance records	Low
Scope 2	Purchased electricity	Yes where controlled	kWh bills or allocation	High
Scope 3 required	Upstream transport and distribution	Likely low	Supplier data, courier activity or spend estimate	Medium
Scope 3 required	Waste generated in operations	Yes	Weight, volume, collections or spend estimate	Medium
Scope 3 required	Business travel	Yes and likely material	Mileage, rail, taxi, bus, hotel and flight records	Very high
Scope 3 required	Employee commuting	Yes	Annual survey and workforce data	High
Scope 3 required	Downstream transport and distribution	Assess applicability	Supplier or transport data if goods are distributed	Low
Additional Scope 3	Purchased goods and services	Yes, phased	Supplier-specific data or spend-based estimate	High
Additional Scope 3	Capital goods and IT equipment	Yes, phased	Purchase data and product information	Medium
Additional Scope 3	Fuel and energy-related activities	Yes where data allows	Calculated from fuel and electricity activity data	Medium
Additional Scope 3	Home working	Yes, proportionate estimate	Survey and recognised methodology	Medium
Additional Scope 3	Cloud and digital services	Phased	Supplier-specific data or spend estimate	Medium

Boundary review questions

- Does the company own, lease or control the source?
- Is the source required by the applicable reporting standard?
- Could the source be material in relation to the total footprint or stakeholder decisions?
- Is reliable activity or supplier data available?
- Could the company influence the source through operations, procurement or engagement?
- Would exclusion make the published footprint misleading?

Appendix B: Annual carbon data register

The data register below is the minimum structure for the evidence workbook. It may be maintained in a spreadsheet or carbon accounting system provided that the same controls and audit trail are preserved.

Data source	Unit	Frequency	Evidence owner	Calculation factor	Quality check
Electricity	kWh	Monthly	Administration / landlord liaison	Relevant annual UK electricity factor	Reconcile to bills and dates.

Data source	Unit	Frequency	Evidence owner	Calculation factor	Quality check
Gas or heating fuel	kWh or litres	Monthly / quarterly	Administration	Relevant annual fuel factor	Check units and gross/net calorific basis.
Owned or controlled vehicle fuel	Litres or kWh	Monthly	Finance / operations	Vehicle fuel or electricity factor	Reconcile receipts and mileage.
Business mileage in private vehicles	Miles by vehicle type	Monthly	Finance / workers	Vehicle and fuel factor	Sample claims against rotas or diaries.
Rail, bus, taxi and flights	Passenger km, miles or spend	Monthly	Finance	Mode-specific factor	Retain tickets or receipts.
Employee commuting	Mode, distance, days	Annual survey	Administration	Mode-specific factor	Check response rate and assumptions.
Home working	Days or hours	Annual survey	Administration	Recognised home-working method	Avoid double counting office energy.
Waste	kg, tonnes, collections or spend	Quarterly	Administration / supplier	Waste type and disposal factor	Obtain contractor statement where possible.
Couriers and deliveries	Distance, parcels, weight or spend	Quarterly	Procurement / finance	Supplier-specific or proxy factor	Document estimation method.
Purchased goods and services	Supplier emissions or spend	Annual	Finance / procurement	Supplier factor or spend-based method	Prioritise material categories and avoid duplicates.
Capital goods and IT	Units, product footprint or spend	Annual	Procurement	Supplier product footprint or spend-based method	Check useful life and reporting treatment.

Minimum calculation record

- Reporting year and date range covered.
- Source document reference and responsible owner.
- Activity value and unit.
- Conversion factor source, year and exact factor used.
- Formula and resulting $kgCO_2e$ or tCO_2e.
- Scope and category classification.
- Whether measured, supplier-specific, estimated or spend-based.
- Assumptions, exclusions and uncertainty notes.
- Reviewer name, review date and any correction made.

Appendix C: Key performance indicator dashboard

KPI	Baseline	2027 target	2030 target	Frequency	Status owner
Total gross emissions, tCO2e	To be established	Baseline published	At least 10% below baseline	Annual	Director
Emissions intensity, tCO2e per 1,000 service or staffing hours	To be established	Metric published	At least 20% below baseline	Annual	Director / operations
Scope 1 emissions	To be established	100% source mapping	Reduction plan for any material source	Annual	Director
Scope 2 electricity emissions	To be established	Complete kWh data	Renewable electricity for controlled supplies where feasible	Quarterly / annual	Administration
Business mileage data completeness	New measure	At least 95%	At least 98%	Monthly	Finance / operations
Zero-emission share of business mileage	To be established	Report first figure	At least 20%, subject to feasibility	Quarterly / annual	Operations
Paper purchased per FTE	To be established	Report first figure	50% below baseline	Quarterly	Administration
Key suppliers environmentally screened	To be established	Screen strategic suppliers	100% key suppliers and 50% addressable spend	Quarterly / annual	Procurement
Manager carbon training completion	0% at adoption	100%	100% maintained	Quarterly	Training lead
Carbon action plan completion	New measure	At least 80% on time	At least 90% on time	Quarterly	Director

RAG status definitions

Status	Definition	Required response
Green	On target, evidence complete and no material control concern.	Continue and identify opportunities to strengthen.
Amber	Minor delay, incomplete evidence or adverse trend that can be recovered.	Assign corrective action, owner and deadline.
Red	Target missed, material data failure or significant adverse trend.	Escalate to the Director and approve a recovery plan.

Appendix D: References and glossary

Key reference framework

Reference	Use in this plan
Climate Change Act 2008 and the UK Net Zero target	The statutory UK framework for reducing greenhouse gas emissions, including the 2050 Net Zero target.
Cabinet Office PPN 006: Taking account of Carbon Reduction Plans	Current central government procurement guidance for qualifying major contracts and the associated Carbon Reduction Plan template and technical standard.
Greenhouse Gas Protocol Corporate Accounting and Reporting Standard	Recognised framework for organisational greenhouse gas accounting.
Greenhouse Gas Protocol Corporate Value Chain Scope 3 Standard	Framework for indirect value-chain emissions.
UK Government greenhouse gas reporting conversion factors 2026 and subsequent annual updates	Factors used to convert activity data such as kWh, fuel and travel into greenhouse gas emissions.

Reference	Use in this plan
HM Government Environmental Reporting Guidelines, including Streamlined Energy and Carbon Reporting guidance	UK guidance on environmental and greenhouse gas reporting.

Glossary

Term	Meaning
Absolute emissions	The total greenhouse gas emissions produced within the reporting boundary, expressed in tCO_2e.
Activity data	A measurable quantity such as kWh, litres, miles, passenger kilometres, kilograms of waste or pounds spent.
Baseline year	The reference period against which future emissions are compared.
Carbon dioxide equivalent (CO_2e)	A common unit that expresses the climate impact of different greenhouse gases.
Emission factor	A factor used to convert activity data into greenhouse gas emissions.
Emissions intensity	Emissions relative to an activity measure, such as tCO_2e per 1,000 service or staffing hours.
Market-based Scope 2	A method reflecting contractual electricity purchasing instruments where recognised evidence is available.
Location-based Scope 2	A method based on the average emissions intensity of the electricity grid used.
Net Zero	A state in which greenhouse gas emissions are reduced deeply and remaining residual emissions are balanced by credible removals.
Operational control	An accounting boundary that includes operations where the company has authority to introduce operating policies.
Residual emissions	Emissions that remain after reasonable and technically feasible reduction measures have been implemented.
Scope 1	Direct emissions from owned or controlled sources.
Scope 2	Indirect emissions from purchased electricity, heat, steam or cooling.
Scope 3	Other indirect emissions in the value chain, including travel, commuting, waste and purchased goods or services.
tCO_2e	Tonnes of carbon dioxide equivalent.

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