

Carbon Reduction Plan

November 2025

Commitment to achieving net zero

Liaison is to reach net zero emissions as a business by the year 2040, and if we can get there sooner, we will. Net zero emissions means measuring the footprint of our entire value chain, reducing emissions as much as possible, and removing (not offsetting) the rest.

Introduction

The Liaison mission is changing the global health economy. The climate emergency is a health emergency. Climate change threatens the foundations of good health, with direct and immediate consequences for patients, the public and health services. Without significant action there will be increases in the intensity of heatwaves, more frequent storms and flooding, and increased spread of infectious diseases. The current global COVID-19 pandemic has further reinforced the connection between global public health and healthcare systems and populations across the world.

Baseline Year 2019

2019 was the year we measured our baseline emissions. Scope 1 consists entirely of business travel by vehicles some of which are personally owned. Figures are shown in **TCO₂e**.

Emissions		Total TCO ₂ e
Scope 1		225.8
Scope 2		9.3
Scope 3	4. Upstream transportation and distribution	Neg. There is no transportation or distribution of products or services purchased due to the nature of the services we deliver.
	5. Waste generated in operations	Neg. Due to the specific nature of our services, no waste is generated.
	6. Business Travel	12.6
	7. Employee Commuting	146.0
	9. Investments	N/A These areas are not applicable to
		our business services.
Scope 3 total		158.6
Total emissions		393.4
Notes Neg – these areas have been reviewed and the amount of emissions are considered negligible N/A – these areas are not applicable to our business services. We will keep under review to ensure they do not become applicable in the future Reporting Period – 01/01/2019 – 31/12/2019		

Current Emissions Reporting 2024

2024 reflects the reductions achieved through the implementation of various policies to reduce emissions. Figures are shown in **TCO₂e**.

We are currently ahead of our 2040 target.

Emissions		Total RCO ₂ e
Scope 1		0.03
Scope 2		0.00
Scope 3	4. Upstream transportation and distribution	Neg. There is no transportation or distribution of products or services purchased due to the nature of the services we deliver.
	5. Waste generated in operations	Neg. Due to the specific nature of our services, no waste is generated.
	6. Business Travel	9.77
	7. Employee Commuting	We are a fully remote business and therefore have zero commuting 0
	9. Investments	N/A These areas are not applicable to our business services.
Scope 3 total		9.77
Total emissions		9.80
Notes: Reporting Period – 01/01/2024 – 31/12/2024		

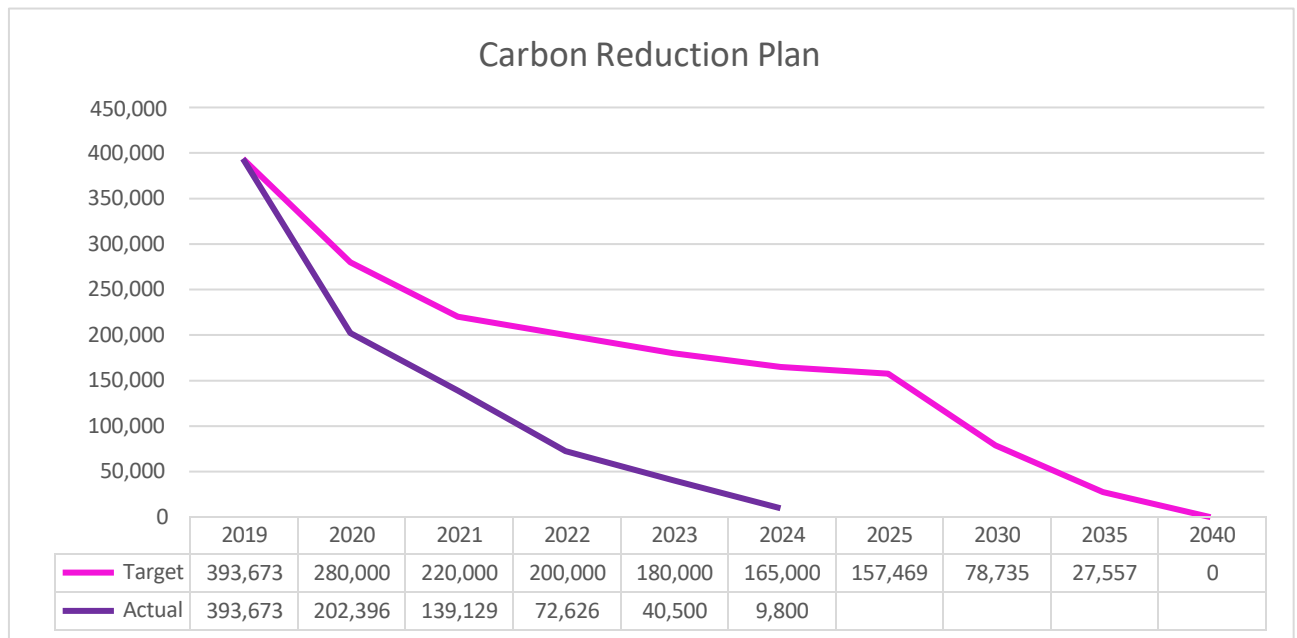
Emissions reduction targets

Liaison has developed a plan to reduce to net zero by 2040. The plan includes significant measures to reduce the major contributors identified in the baseline as well as other actions to ensure that all emissions from supply chain and waste are also managed.

We plan to reduce emissions by 40% by 2025 and 80% by 2030 as a minimum.

We are currently ahead of our target for 2040, as evidenced in our table below and the graph (including all subsets).

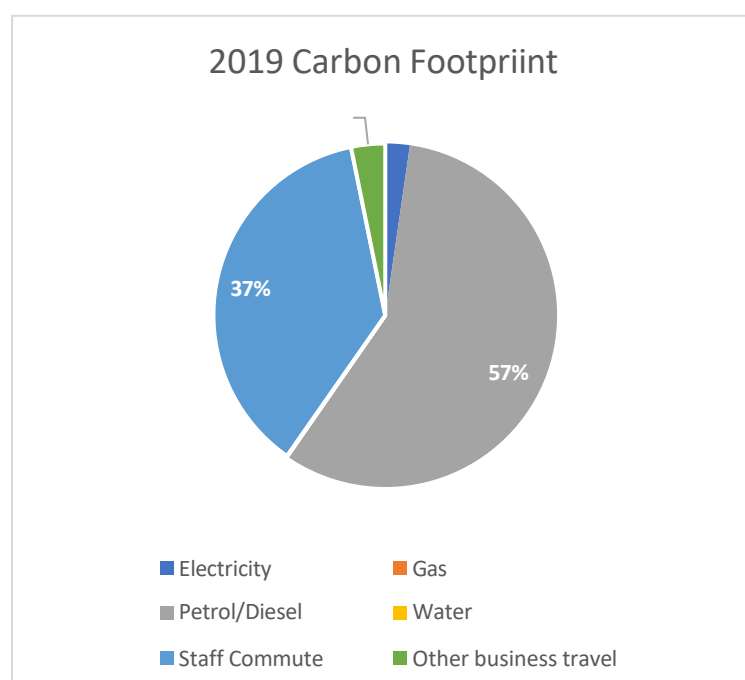
	2019	2020	2021	2022	2023	2024
Target kgCO ₂ e	393,673	280,000	220,000	200,000	180,000	165,000
Actual kgCO ₂ e	393,673	202,396	139,129	72,626	40,500	9,800



Baseline Emissions Footprint

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

Liaison measured its baseline in 2019 and measures against this baseline. As a service provider the majority of emissions are related to business and staff travel as shown in the chart below



Completed Projects

During 2020, and with the on-set of the pandemic, Liaison was able to review its operating activities and make significant changes to reduce emissions.

The closure of our offices has allowed all workers to work from home, removing all commuting emissions with zero office occupancy. We encourage both internal and external meetings to be ran virtually using digital technology and promote the use of public transportation where necessary for meetings and events.

As a large company we are part of the Energy Savings Opportunity Scheme (ESOS). We have appointed an independent Lead Assessor and completed and submitted our plans to the scheme.

We encourage and incentivise the use of employee car sharing schemes and continue to work with GMP Drivercare to support employees to switch to electric vehicles.

We have run an innovative communications campaign to educate and drive awareness around events such as World Environment Day, from this campaign 90% of communication is now via electronic media, we envisage being 100% paperless during 2025.

Our internal environmental management system is audited annually. It focuses on objectives and actions on areas that will have the most significant environmental impact both in the short and long term.

In the future we hope to implement further measures and increase uptake on measures such as:

- Reuse / recycle old IT kits
- We have agreed with HMRC a mechanism for supporting staff with their working from home costs. From this we will be able to identify staff with high power costs and advise and support them to reduce these costs.
- Build awareness amongst our workforce of the impact of their decisions on our journey to net zero.
- Work closely with other organisations at their sites to measure electricity consumption and fuel, switching to 100% renewable where possible.
- Implement recommendations from the ESOS Lead Assessor to further reduce emissions from business travel.
- Work with suppliers to encourage them to set their own carbon reductions targets.
- Turn servers off and back on-again using runbooks in Azure
- Purchase energy efficient devices
- Anything IMPACT destroy is sent to a recognised recycling company who disposes / reuses ethically what can be reused
- Monitors – can get dynamic brightness depending on lighting conditions
- Move to sustainable materials for laptop cases / bags
- Implement new Social Value portal and tracking initiatives
- Volunteering days
- Deploy energy efficient power profiles, screensaver, sleep modes and track estimated energy consumption

We remain confident, our current and future measures will enable us to achieve net zero well in advance of 2040.

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21, PPN006 and associated guidance and reporting standard for Carbon Reduction Plans.

This Carbon Reduction Plan has been completed in full accordance with:

- **PPN 06/21 – Taking Account of Carbon Reduction Plans in the Procurement of Major Government Contracts;** and
- **PPN 006** (*the current version of the Procurement Policy Note governing Carbon Reduction Plan requirements and associated transparency obligations*).

This Carbon Reduction Plan is aligned with the Cabinet Office / CCS technical standard for completion of Carbon Reduction Plans.

Emissions disclosed herein have been calculated and reported in accordance with the GHG Protocol Corporate Standard, using the appropriate UK Government GHG conversion factors for company reporting.

Scope 1 and Scope 2 emissions are reported in accordance with the Streamlined Energy and Carbon Reporting (SECR) Regulations.

The required subset of Scope 3 emissions (as defined in PPN 06/21 / PPN006 guidance) is reported in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard.

Our commitment to achieve Net Zero by 2040 is confirmed.

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



Signed on behalf of Liaison Financial Services Ltd:

ANDREW ARMITAGE
GROUP CHIEF EXECUTIVE OFFICER

Date: 07/11/25