

# Carbon Reduction Plan

February 2026

## 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.

## 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 **TCO<sub>2e</sub>**.

Emissions		Total TCO <sub>2e</sub>
<b>Scope 1</b>		<b>225.8</b>
<b>Scope 2</b>		<b>9.3</b>
<b>Scope 3</b>	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.
<b>Scope 3 total</b>		<b>158.6</b>
<b>Total emissions</b>		<b>393.4</b>
<b>Notes</b> 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 2025

2025 reflects the reductions achieved through the implementation of various policies to reduce emissions. Figures are shown in **TCO<sub>2</sub>e**.

We are currently ahead of our 2040 target.

Emissions		Total RCO <sub>2</sub> e
<b>Scope 1</b>		<b>0.03</b>
<b>Scope 2</b>		<b>0.00</b>
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	83.54
	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.
<b>Scope 3 total</b>		<b>83.54</b>
<b>Total emissions</b>		<b>83.57</b>
Notes: Reporting Period – 01/01/2025 – 31/12/2025		

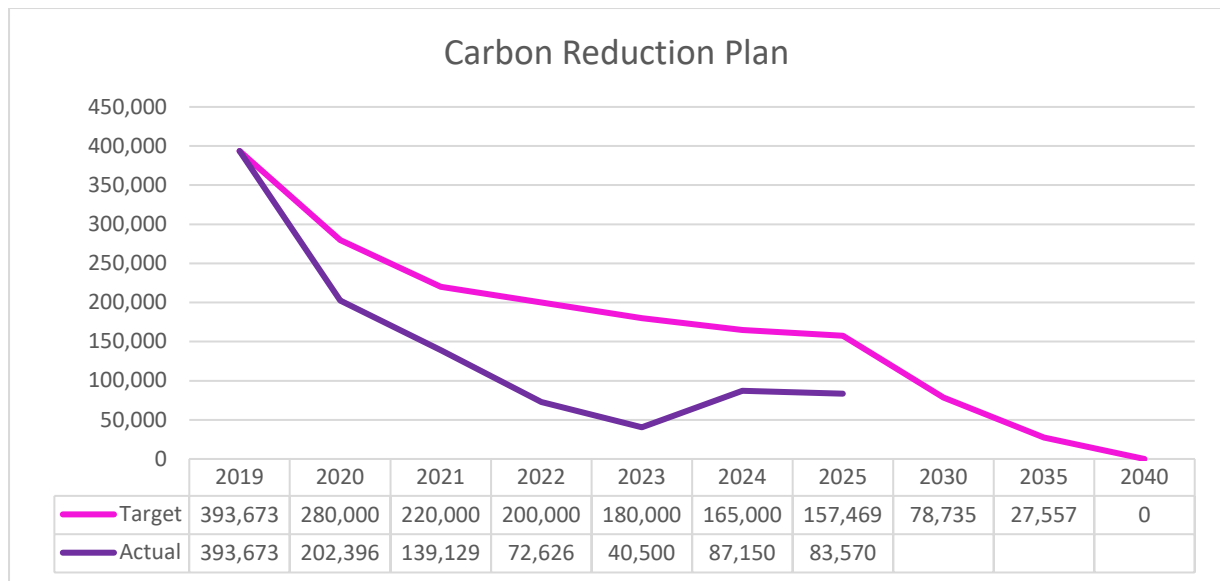
## Emissions reduction targets

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	2025
Target kgCO <sub>2</sub> e	393,673	280,000	220,000	200,000	180,000	165,000	157,469
Actual kgCO <sub>2</sub> e	393,673	202,396	139,129	72,626	40,500	87,150	83,570

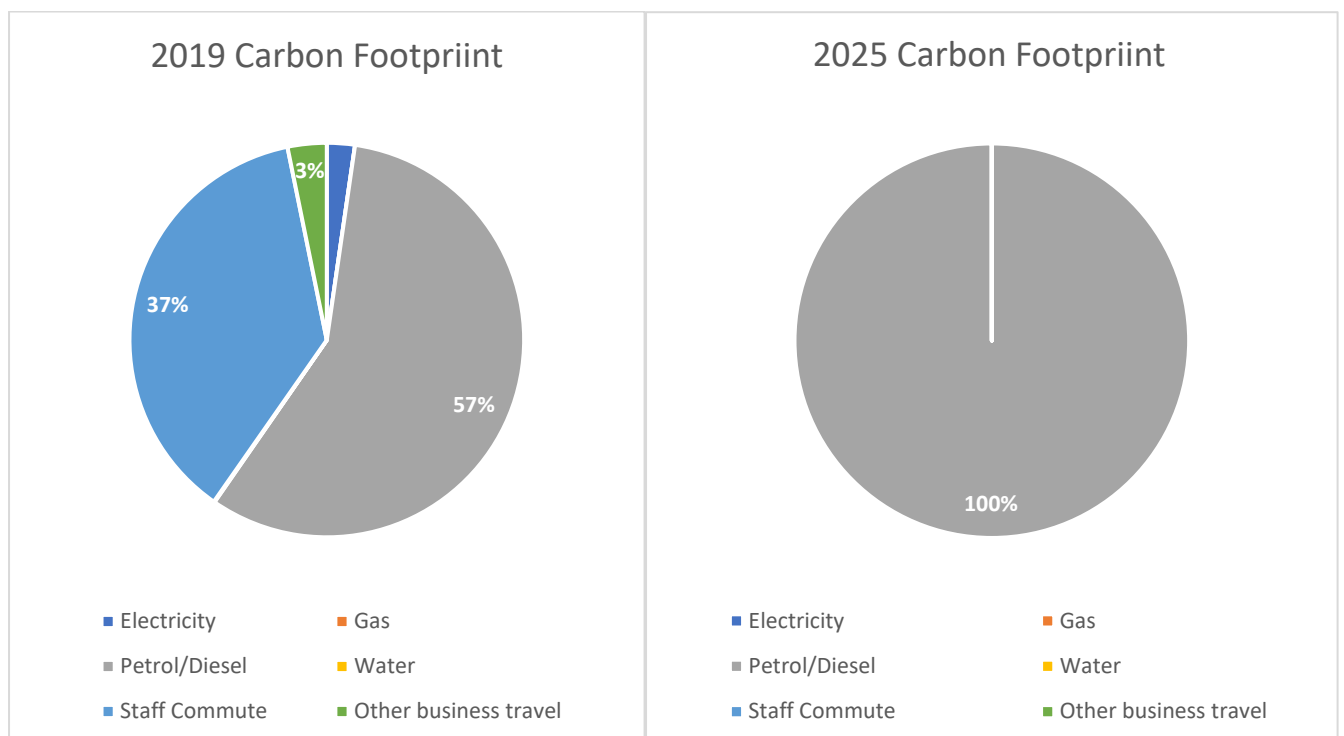


As a large employer we participate in the Energy Savings Opportunity Scheme (ESOS). This participation means that we appoint an independent lead assessor to confirm our carbon emissions and our action plans. As a result of this appointment our calculations in respect of business travel were amended in 2024 leading to a year on year increase from 2023 to 2024.

## 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 run virtually using digital technology and promote the use of public transportation where necessary for meetings and events. Despite continued company growth in 2025 we managed to reduce the overall business travel by 5.65%.

We continue to promote and support the use of electric vehicles through our salary sacrifice scheme and during 2025 electric vehicle travel increased by 14.49%.

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 no longer produce marketing paper material and adopt digital first as our standard practice.

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:

During 2025 we have started to measure the energy consumption of our workforce who are based at home. We intend to include the carbon emissions from this source in our future reports and we will develop schemes to support our workforce in reducing these emissions.

- Reuse / recycle old IT kits
- 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.
- Run our IT infrastructure in the most efficient way
- Purchase energy efficient devices
- Utilise recognised recycling companies who dispose / reuse 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: 06 March 2026