



affinity workforce solutions



CARBON REDUCTION PLAN

**Affinity Workforce
Solutions Ltd**

November 2025

Contents

Commitment to achieving Net Zero	3
Baseline Emissions Footprint	3
Baseline Year: to 30 June 2022	3
Changes in the business	4
Emissions reduction targets	5
Carbon Reduction Projects	6
Completed Carbon Reduction Initiatives	6
Planned Carbon Reduction Initiatives	7
Declaration and Sign Off	7

Commitment to achieving Net Zero

Affinity Workforce Solutions Ltd is committed to achieving Net Zero emissions (Scope 1, 2 and 3) by 2050, as per the government target.

We continue to work toward our implementation plan which will allow us to bring this target further forward. All emissions reported and future plans include the entities under Affinity's operational control.

This CRP is in line with parent group Affinity Workforce Solutions' Ltd commitment to Net Zero by 2050, and all figures are reported as consolidated, referred to as 'Affinity'.

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.

Baseline Year: to 30 June 2022

Additional details relating to the Baseline Emissions

Affinity began collecting emissions data in accordance with the Streamlined Energy and Carbon Reporting (SECR) requirement for our financial year ending 30 June 2022. In accordance with these requirements, we have Scope 1 and 2 emissions for two reporting years and have used the first of these years as our baseline. Full Scope 3 data has not been collected or reported for these two years as this was not required but, as per reporting guidance, vehicle emissions have been included in Scope 3 calculations. Data has been gathered from hire car companies, plus personal car usage for business purposes has been taken from our expenses claim system. This represents a partial report against Scope 3 category 6, Business Travel.

We have used the Current Emissions Reporting Year for the year ending 30th June 2022 as a baseline for Scopes 1, 2 and 3.

Baseline year emissions: to 30 June 2022

Emissions	Total (tCO2e)
Scope 1	- gas combustion: 43.00 - fuel consumed for own transport: 1,009.00
Scope 2	- electricity purchased: 124.00
Scope 3 (Included Sources)	- fuel consumed for transport not owned by the company (business travel) 174.00
Total Emissions	1,350

Current Emissions Reporting

Reporting year: to 30th June 2025

Emissions	Total (tCO2e)
Scope 1	- gas combustion: 33.00 fuel consumed for own transport: 806.00
Scope 2	- electricity purchased: 104.00
Scope 3 (Included Sources*)	- fuel consumed for transport not owned by the company (business travel) 115.00
Total Emissions	1058

Affinity Workforce Solutions Ltd acknowledges that while Business Travel (Category 6) is currently recorded, full data sets for the remaining four mandatory Scope 3 categories required under PPN 06 are currently undergoing internal assessment.

To ensure full transparency and future compliance, we have implemented the following roadmap to capture and report this data:

- **Upstream Transportation and Distribution:** We are currently engaging with our top-tier suppliers to gather emissions data related to the delivery of office supplies and products to our sites. We expect to report this data in the 2025/26 reporting cycle.
- **Waste Generated in Operations:** We have initiated a project to consolidate waste-disposal data across all operational sites, including clinical and WEEE waste. A reporting methodology for this category will be finalised by Q3 2026.
- **Employee Commuting:** While our 'Hybrid' working model for 65% of staff has organically reduced commuting emissions, we are launching an annual staff travel survey in 2026 to formally quantify these reductions and include them in our next emissions statement.
- **Downstream Transportation and Distribution:** We are assessing emissions associated with our procurement hub dispatch and leased assets. This data will be integrated into our Scope 3 reporting for the 2025/26 financial year.

By identifying these gaps and establishing a robust collection methodology, we remain committed to a full and transparent baseline recalculation for the 2024/25 period to ensure our Net Zero trajectory remains accurate and validated.

Business Changes

The Organisation continues its plan for reorganization and development of services. Our rebranding exercise is underway and has therefore re-prioritised some of the items planned and addressed some of the gaps identified in our 2021/22 data organically- these changes have not instigated a base year recalculation policy. We are reassessing the impact of these changes with colleagues to build a more comprehensive data set including emissions from WEEE waste and additional leased asset data such as data centres and the move to the Cloud.

Emissions Reduction Targets

We have made a commitment to achieve net zero by 2050. This includes emissions in scope, including gas, electricity, business travel and staff commuting. We will be net zero across our remaining scope 3 emissions, including our supply chain, transport and distribution, waste and electrical use of our leased assets by 2050.

To date, Affinity has already achieved a reduction in carbon emissions since the 2022 baseline, from 1,350 (tCO₂e) to 1,058 (tCO₂e) – a reduction of 292 (tCO₂e). Fig. 1, 2 and 3 below shows the carbon reduction emissions Affinity has achieved since the 2022 baseline data and for the past 12-month reporting period.

In order to continue our progress to achieve Net Zero, we have adopted the following carbon reduction targets. We project that carbon emissions will decrease over the next five-year period to no more than 800 (tCO₂e) carbon emissions by 2030. This target will represent a 41% reduction in carbon emissions.

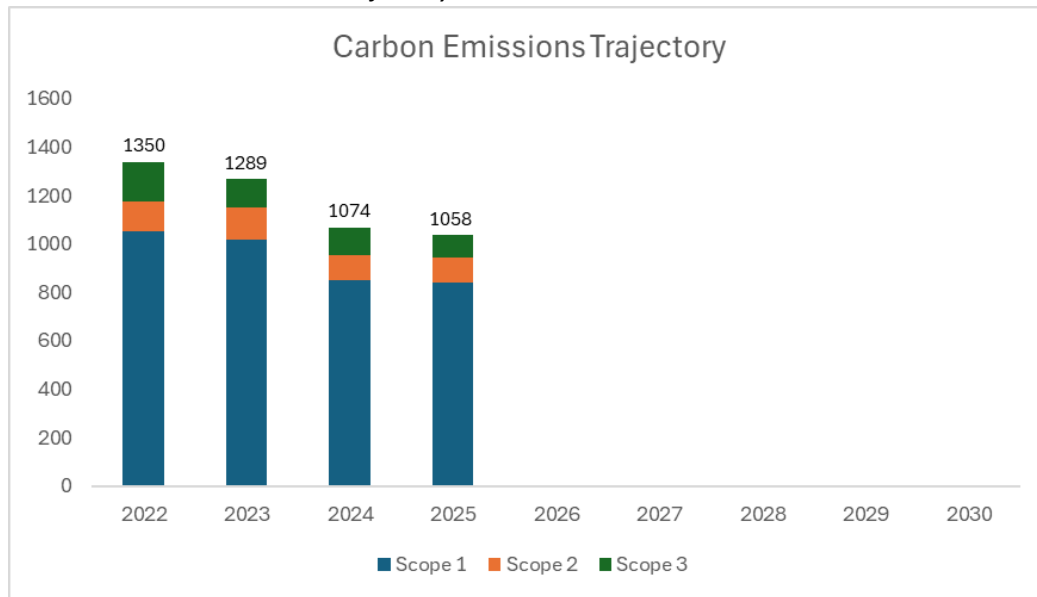
Fig. 1 - Carbon Reductions Achieved Since Baseline:

Emissions	Total (tCO ₂ e)				Total Change (+ / -)	Total Change %
	2021/2022	2022/2023	2023/2024	2024/2025		
Scope 1	1052	1018	850	839	-213	-20%
Scope 2	124	135	106	104	-20	-16%
Scope 3	174	136	118	115	-59	-34%
Total Emissions	1,350	1289	1074	1058	-292	-22%

Fig. 2 - Carbon Reductions Achieved from 2023/24 to 2024/25 Reporting Years:

Emissions	Total (tCO ₂ e)		Total Change (+ / -)	Total Change %
	2023/2024	2024/2025		
Scope 1	850	839	-11	-1%
Scope 2	106	104	-2	-2%
Scope 3	118	115	-3	-3%
Total Emissions	1074	1058	-16	-1.5%

Fig. 3 – Carbon Emissions Reduction Trajectory:



Carbon Reduction Projects

The following environmental management measures and projects have been completed or implemented since the 2022 baseline. The carbon emission reduction achieved by these schemes equate to 292 tCO₂e, a 22% reduction against the 2022 baseline and the measures will be in effect when performing the contract.

Completed Carbon Reduction Initiatives:

- Continued operation and sustainment of BS EN ISO 14001 Environmental Management standards and formal accreditation
- Continued to work in partnership with Greener Energy Futures and TEMWA Carbon Balance
- Published our Net Zero Roadmap which outlines our approach to reducing emissions and sets out our plans for future projects.
- Built sustainability into procurement processes and including Environment and Net Zero questions as part of tender processes.
- Recycled over 360 electronic items.
- Continue to work toward a “Hybrid” approach to working for 65% of our staff, which supports homeworking and brings a reduction in the amount of carbon emissions generated through employee commuting.
- Recruited a Green Sustainability Manager to provide support in the business which will include self-service advice in the form of online reports, guides, and blog articles.
- Facilitated, where possible, a recycling scheme in buildings and where not possible utilised the recycling schemes made available within leased service building office space.
- Advocated for the use of green energy suppliers to buildings in which we are a tenant
- Place environmental considerations as a priority for refurbished offices including reusing and recycling furniture.
- Increased numbers on our cycle to work scheme, with salary sacrifice available to support the purchase of a bicycle and any accessories.

- We have migrated to a new email provider to reduce carbon impact.
- We have moved to a green energy tariff within all of our directly managed properties
- We minimise reliance on fixed estates where possible and utilise mobile working for our teams to reduce our estates and carbon footprint
- We are minimising the use of gas and electricity in services where possible
- We have transitioned 90% of operational activities for recruitment, compliance and employee/workforce management to paper-less and digitalised systems

Planned Carbon Reduction Initiatives

Over the next 12 months we plan to build on our existing knowledge and understanding by implementing the following projects:

- Identify gaps in scope 3 reportable carbon emissions and establish methodology for capturing any missing data sources and recalculate baseline emissions for 2024/25.
- Redevelop a roadmap for achieving net zero to include:
 - achievable GHG reduction targets that support our staff in achieving their targets o measure and report progress
 - Incorporate new acquisitions
 - identification of cost-effective emission reduction opportunities and commitment to required changes in operations to deliver them
 - identification and management of climate-related risks to our business
- Set product level carbon emissions reduction targets and recommend that these are embedded into performance management goals
- Provide support for our businesses in understanding the carbon impact of services
- Look into options for staff to complete Carbon literacy training (via Positive Planet online)
- Look to engage a partner to help assist with our Net Zero Road map (e.g. Flotilla)
- Continue internal communications about the importance of Net Zero and engage in ways to encourage colleagues to commit to making changes
- Continue external communications about the importance of environmentally friendly practices and purchasing decisions with the aim of seeking to influence those persons who are in contact with and/or connected to our business, spanning contracted and agency workforces, suppliers and supply-chains, and Customers and Clients.

Declaration and Sign Off

This Carbon Reduction Plan is completed in compliance with PPN 006 as published by the Cabinet Office February 2025 and associated guidance and reporting standards for Carbon Reduction Plans. This document will be reviewed and updated annually in line with the Affinity Annual Report and Accounts. It will reflect any changes in organisational structure and take account of the efforts made to reduce our emissions over time to achieve net zero by 2050.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard¹³ and uses 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 (where available) in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.¹⁵

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

Chief Executive Officer, Esme Bianchi Barry:



Esme Bianchi Barry
Chief Executive Officer
10 November 2025

Chief Operations Officer, Alex Champion:



Alex Champion
Chief Operations Officer
10 November 2025