Carbon Reduction Plan

CARNALL FARRAR LTD

Company Number: 09264497

Reporting Period: 1st January 2025 to 31st December 2025

Date: 11/08/2026

Net Zero Target: 2050

Created by

NetScope

NetZero GROUP

Certified B Corporation

Executive Summary

This Carbon Reduction Plan outlines CARNALL FARRAR LTD's commitment to achieving Net Zero greenhouse gas emissions and details our strategy for reducing carbon emissions across our operations.

Carnall Farrar (CF) is a specialist management consultancy dedicated to transforming health and healthcare. Founded in 2014 and headquartered in London, with a second office in Riyadh, CF works with leaders and frontline teams across the entire healthcare sector from payors and providers of care, life science companies, health tech businesses and sector suppliers. CF's multidisciplinary team delivers end-to-end support, spanning strategy, finance, performance, organisational improvement, data and digital, from initial strategy through to implementation.

Our baseline emissions for 2022 (1st January 2022 to 31st December 2022) totalled 64.17 tCO_2e, comprising:

- Scope 1 (Direct emissions): 0.00 tCO_2e
- Scope 2 (location based): 4.77 tCO_2e
- Scope 2 (market based): 4.77 tCO_2e
- Scope 3 (Other indirect emissions): 59.40 tCO_2e

For the current reporting period (1st January 2025 to 31st December 2025), our total emissions were 244.68 tCO_2e, representing a 281.3% increase from our baseline year.

We are committed to achieving Net Zero emissions by 2050 through a comprehensive program of carbon reduction measures, including energy efficiency improvements, renewable energy adoption, and sustainable transport initiatives.

This plan demonstrates our compliance with PPN 006 (previously PPN 06/21) requirements and our ongoing commitment to environmental responsibility and climate action.

Commitment to Net Zero

Carnall Farrar is committed to achieving Net Zero emissions for all UK operations by 2050, in line with the UK Government's net zero target.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the baseline audit period. For CARNALL FARRAR LTD this period was the financial period 1st January 2022 to 31st December 2022.

Carnall Farrar's Carbon Reduction Plan has been completed in line with the required categories of PPN 006. The baseline emissions have been calculated for the reporting year of 1st January 2022 to 31st December 2022. This baseline excludes Scope 1 emissions, as Carnall Farrar's offices have no natural gas supply. It includes Scope 2 emissions, alongside key Scope 3 categories: upstream transportation and distribution, waste generation, water consumption, business travel, and employee commuting. Downstream transportation and distribution has been assessed as not applicable to our service-based operations and is therefore excluded from this baseline.

Baseline: 1st January 2022 to 31st December 2022

Emissions Scope	Emissions (tCO_2e)
Scope 1	0.00
Scope 2 (location based)	4.77
Scope 2 (market based)	4.77
Scope 3	59.40
Total Emissions	**64.17**

Current Emissions Reporting

This page summarises the emissions from the financial year 2025 (1st January 2025 to 31st December 2025).

The current reporting period excludes Scope 1 emissions, as Carnall Farrar's office does not use natural gas. It includes Scope 2 emissions from our operations, together with the following Scope 3 categories: upstream transportation and distribution (3.4), waste generated in operations (3.5), business travel (3.6), and employee commuting (3.7). All relevant Scope 3 categories required under PPN 006 have been included. Downstream transportation and distribution (3.9) has been assessed as not applicable, as Carnall Farrar's operations are consultancy-based and involve no distribution of physical goods. Business travel emissions increased in 2025, driven by a higher number of long-haul flights taken and a change in the quality of data available. Where some activity-level data was unavailable, a spend-based method was applied.

Emissions Scope	Current (tCO_2e)	Baseline (tCO_2e)	Change (%)
Scope 1	0.00	0.00	0.0%
Scope 2 (location based)	11.81	4.77	+147.6%
Scope 2 (market based)	11.81	4.77	+147.6%
Scope 3	232.88	59.40	+292.1%
Total Emissions	**244.68**	**64.17**	**+281.3%**

Current Year Scope 3 Emissions Breakdown

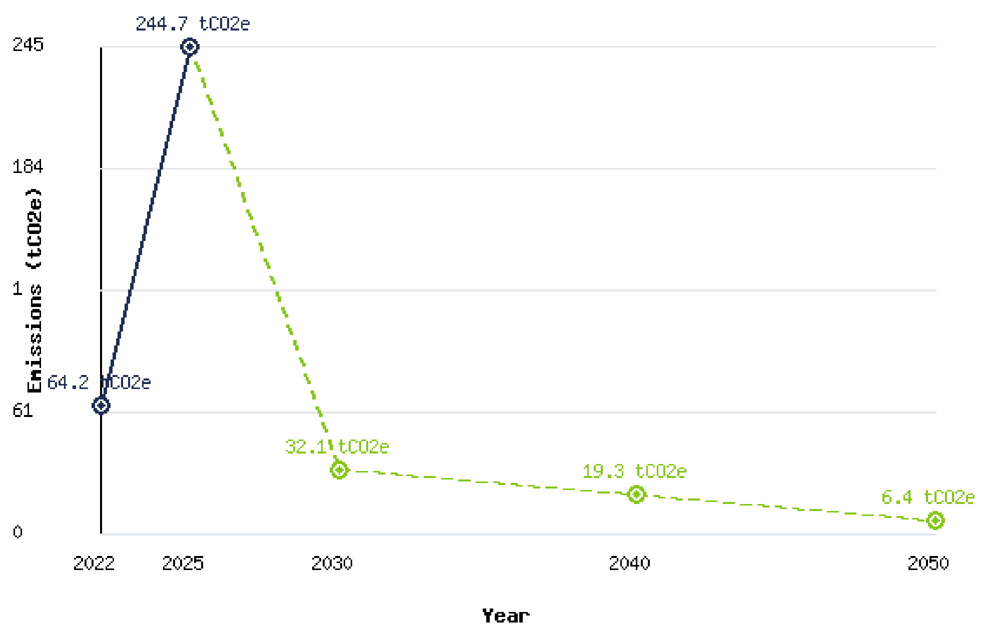
Scope 3 Category	Emissions (tCO_2e)
Scope 3.4 Upstream Transport & Distribution	4.80
Scope 3.3 Fuel and Energy Related Activities	23.74
Scope 3.5 Waste	0.07
Scope 3.6 Business Travel	160.56
Scope 3.7 Employee Commuting	43.71
Total Scope 3	**232.88**

Carbon Reduction Targets

Our Target

50% reduction in total emissions by 2030 compared to 2022 baseline

Emissions Reduction Trajectory



Key Milestones

2030 50% reduction from baseline

2040 70% reduction from baseline

Carbon Reduction Measures

The following environmental management measures and projects have been completed or are planned to be completed in the coming financial period. The carbon emission reduction of these measures has been estimated where possible.

Carbon Literacy Training

Planned

Carnall Farrar aims to secure Carbon Literacy Project certification for staff, an accredited qualification that provides a countable measure of capability rather than general awareness. Alongside this, Carnall Farrar hopes to develop a dedicated sustainability module for new starter induction, covering the organisation's Net Zero commitments, correct waste and recycling practices, low-carbon travel expectations and ethical pension options, so that sustainable behaviours are established from an employee's first week.

Second-Hand Purchasing and Extending Product Life

Planned

Carnall Farrar aims to purchase second-hand or remanufactured items wherever feasible, particularly electronics such as laptops and monitors, addressing the embodied carbon associated with new manufacture. Rather than replacing devices outright, Carnall Farrar also hopes to extend hardware lifecycles through battery and component replacement at the midpoint of the refresh cycle. This complements the organisation's existing e-waste donation and recycling initiatives by keeping equipment in use for longer.

Engage Portal Competition

Planned

Carnall Farrar aims to distribute the Net Zero Group Engage portal to all staff. The portal not only accurately tracks employee commuting but it also provides tailored suggestions that employees can adopt to reduce their personal and commuting emissions, alongside tools to understand the impact of individual behaviours. : Building on the portal rollout, CF hopes to run a staff competition using Engage, recognising employees who achieve the lowest commuting emissions or the greatest improvement over a set period. Recognition could take the form of a prize or an additional day of annual leave. Where feasible, the competition would be repeated annually to sustain engagement and generate comparable year-on-year commuting data.

Environmental Volunteering Days

Planned

Carnall Farrar aims to offer employees paid volunteering days for environmental activities, such as tree planting, habitat restoration, river clean-ups or local conservation work, where feasible in addition to the standard annual leave allowance. Alongside the direct environmental benefit, volunteering days build practical engagement with sustainability among staff and generate a countable participation metric that can be reported year on year.

Implementing ISO 14001

In Progress

Carnall Farrar has added ISO 14001 to its certification scope, with the confirmatory audit scheduled for December 2026. ISO 14001 provides an internationally recognised framework for designing and implementing an Environmental Management System, embedding continual improvement, legal compliance and measurable environmental objectives into day-to-day operations. This builds on Carnall Farrar's existing ISO 14064-1:2018 certification, under which its greenhouse gas emissions are independently calculated and verified, moving the organisation from measurement towards systematic management.

Sustainable Vendors

Completed

Carnall Farrar sources office catering and supplies from local and sustainable vendors, having reviewed its procurement processes to identify opportunities for improvement. For example, office fruit is supplied by Fruitful, whose model reduces waste by redistributing surplus to foodbanks and charities and converting the remainder to green energy, minimises delivery distances, reuses all crates and supplies plastic-free produce. Single-use plastics are avoided across catering wherever practicable.

Sustainable vendors also extend to purchasing office supplies from sustainable suppliers.

Creating awareness of how staff can switch their pension investments to ‘green investments’

Completed

Carnall Farrar has delivered an all-staff session on switching pension investments to ethical and green funds, and has embedded this content within induction training so that every new employee receives it as standard. The initiative recognises that pension investments represent a substantial indirect environmental impact for a professional services organisation, and equips employees to make informed choices about how their retirement savings are invested. Delivery continues through ongoing onboarding.

Methodology & Standards

Calculation Method

GHG Protocol Corporate Accounting and Reporting Standard

Emissions Factors

DEFRA/BEIS 2025

Data Quality Assessment

No Scope 1 emissions were reported for the period. Carnall Farrar operates from leased office premises with no natural gas supply and does not own or operate any fleet vehicles, and therefore has no direct emissions sources within its operational control.

Scope 2 electricity emissions were calculated using primary data, with kWh consumption taken directly from supplier invoices. Business travel emissions were calculated using a combination of activity-based and spend-based data. Employee commuting emissions were derived from a questionnaire issued to employees; where responses were not received, results were extrapolated from those provided. For Category 4 (Upstream Transportation and Distribution), a spend-based method was applied, and for Category 5 (Waste), emissions were estimated by apportioning building-level waste data to Carnall Farrar's share.

Declaration and Sign-Off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

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 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 (where required), 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).

Ben Richardson

Managing Director

Date: 2026-08-11

Digital Signature: Digitally signed by Ben Richardson on 11/08/2026

Document Information

Document Version: 1.0

Last Updated: 11/08/2026

Compliance: PPN 006

Standard: GHG Protocol