

CARBON REDUCTION PLAN
April 2024 – March 2025

1. Net Zero Commitment

System C Healthcare Limited (System C) recognises the importance of making a full and lasting commitment to reducing the greenhouse gas emissions from our activities, in support of the wider commitment of the world to limit global temperature increases and the impact on the planet.

We commit to the following:

1. For our company to achieve Net Zero in line with the Science Based targets set out by the UNFCCC i.e. to achieve Net Zero no later than 2050 and target a 42% reduction in Scope 1 and 2 emissions, plus 25% of Scope 3 emissions by 2030.
2. To set realistic short- and long-term targets that are designed to achieve our Net Zero commitments.
3. To report the total Greenhouse Gas emissions of our business, at a minimum, on an annual basis.

	Year	Earlier Year if Possible
Commitment to be Net Zero	2040*	2035**
Reduce Scopes 1 and 2 by 42% Reduce Scope 3 by 25%	2030	

* in line with NHS guidelines

** Over the next 12 months, **System C** is looking to create a plan to accelerate decarbonisation with the ambition to achieve Net Zero by 2035.

2. Company Overview

System C is a Limited Company registered in England & Wales, company number 01754990, with a head office address of Arden Court, Arden Street, Stratford-Upon-Avon, England, CV37 6NT.

Year	April 2023 – March 2024	April 2024 – March 2025
Industry	Health & Social Care Software	Health & Social Care Software
No. of Staff	750	727
No. of Offices – Owned	0	0
No. of Offices/Sites – Leased	10	9
No. of Company Vehicles - Owned	0	0
No. of Company Vehicles - Leased	0	0

System C is the UK's leading health and social care software and services company specialising in providing the health and social care sectors with robust, modern IT solutions; exceptional systems implementation expertise; and practicable, innovative consultancy services.

System C Healthcare Ltd and Liquidlogic Ltd are the main trading companies within the System C group.

3. Reporting Period

April 2024 – March 2025

4. Organisational Boundary

There are 3 different approaches to measuring emissions, as defined by the GHG Protocol. This report has been constructed using the **Operational Control Approach**, considering the requirements of each potential approach.

Approach	Description	Approach Taken
Operational Control	The organisation has operational control over an operation if it or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.	✓
Financial Control	The organisation has financial control over the operation if it has the ability to direct the financial and operating policies of the organisation with a view to gaining economic benefits from its activities.	
Equity Share	The organisation accounts for GHG emissions from operations according to its share of equity in the operation.	

5. Operational Scopes

Emissions from Scope 1 and Scope 2 have been measured, using activity data, along with Scope 3 emissions using activity data and spend based analyses.

6. Benchmark Year

During the past five years, the company has undertaken significant restructuring through mergers, acquisitions and unit disposals. Historically, the company has only measured limited categories of Scope 3 emissions and has made the decision to undertake a full analysis of emissions using spend based analyses.

As such, Net Zero International has retrospectively measured Scope 3 Purchased Goods and Services emissions for 2023-2024 to ensure a comparison can be made between this year and last year.

Based on this and, in order to provide a like for like comparison of emissions, the decision was made to restate the benchmark year to 2023-2024 to replace the previous reporting benchmark year of 2021-2022.

7. Methodologies Used

Throughout this report all methodologies used are explained within the relevant sections.

8. Carbon Emissions Overview



The total calculated emissions for the business for the period 2024-2025 are 7,618.4 tCO₂e. This is compared to the restated benchmark year of 2023-2024. The breakdown of emissions are analysed throughout this report.

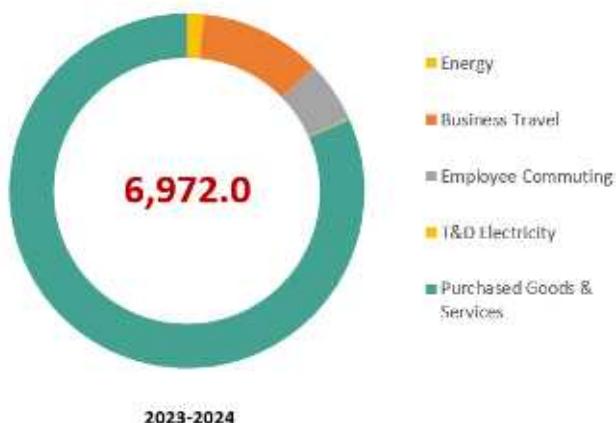
9. Analysis by Scope



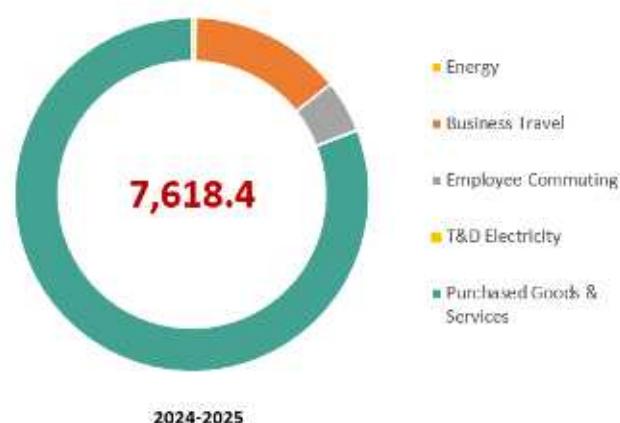
Scope	Description	tCO ₂ e	%
Scope 1	Scope 1 emissions includes fuels used at company premises. The company owns no vehicles.	3.5	0.1%
Scope 2	Emissions in scope 2 includes electricity used at the company's premises. A number of offices are on a fully renewable tariff.	24.1	0.3%
Scope 3	Scope 3 emissions Including: <ul style="list-style-type: none">Business TravelEmployee commutingTransmission and Distribution of ElectricityPurchased Goods and Services	7,590.8	99.6%
TOTAL		7,618.4	100.0%

10. Emissions By Activity

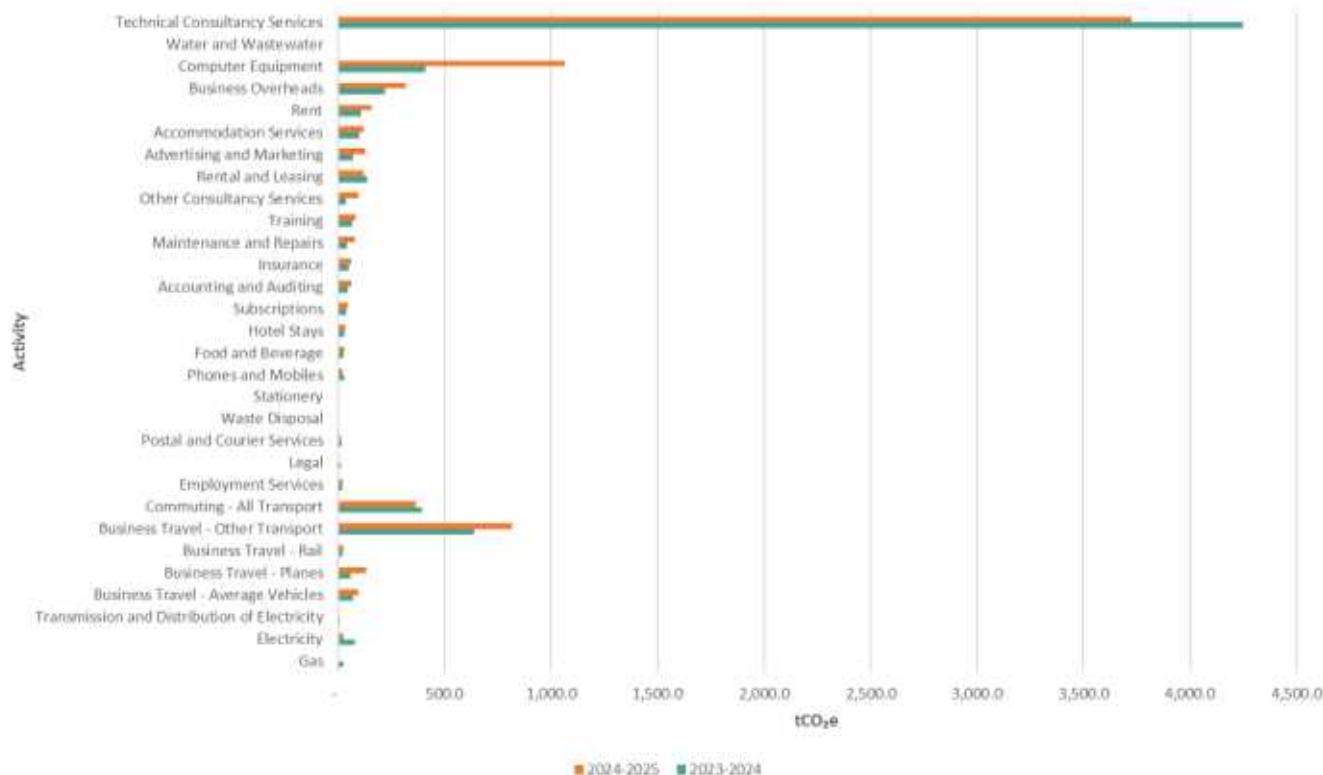
Emissions by Activity (tCO₂e) - Benchmark Year



Emissions by Activity (tCO₂e) - Current Year



Emissions by Activity 2024-2025 and Compared to 2023-2024



Data Details	Emission Type	Scope	Previous Year	Current Year		Data Confidence
			2023-2024	tCO ₂ e	2024-2025	
Energy						
Gas	1	25.3	3.5	Gas Bills	High	
Electricity	2	79.0	24.1	Electricity Bills	Medium	
Transmission and Distribution of Electricity	3	6.8	3.5	Electricity Bills	High	
		111.1	31.1			
Business Travel						
Business Travel - Average Vehicles	3	68.5	93.7	Company Data	High	
Business Travel - Planes	3	57.7	129.4	Company Data	High	
Business Travel - Rail	3	17.8	24.1	Company Data	High	
Business Travel - Other Transport	3	637.1	814.4	Company Data	High	
		781.1	1,061.6			
Employee Commuting						
Commuting - All Transport	3	392.5	363.0	Employee Survey	Medium	
		392.5	363.0			
Other Emissions Calculated						
Employment Services	3	17.9	19.6	Spend Analysis	Medium	
Water and Wastewater	3	0.1	0.0	Spend Analysis	Medium	
Legal	3	10.8	3.5	Spend Analysis	Medium	
Postal and Courier Services	3	16.1	10.6	Spend Analysis	Medium	
Waste Disposal	3	0.8	0.0	Company Data	High	
Stationery	3	0.7	0.7	Spend Analysis	Medium	
Phones and Mobiles	3	25.8	20.5	Spend Analysis	Medium	
Food and Beverage	3	25.1	28.5	Spend Analysis	Medium	
Hotel Stays	3	26.2	31.4	Company Data	High	
Subscriptions	3	34.2	42.8	Spend Analysis	Medium	
Accounting and Auditing	3	46.3	59.3	Spend Analysis	Medium	
Insurance	3	47.3	60.6	Spend Analysis	Medium	
Maintenance and Repairs	3	39.7	77.0	Spend Analysis	Medium	
Training	3	66.3	83.4	Spend Analysis	Medium	
Other Consultancy Services	3	36.5	94.2	Spend Analysis	Medium	
Rental and Leasing	3	136.0	120.6	Spend Analysis	Medium	
Advertising and Marketing	3	71.2	125.3	Spend Analysis	Medium	
Accommodation Services	3	99.5	120.9	Spend Analysis	Medium	
Rent	3	108.5	154.4	Spend Analysis	Medium	
Business Overheads	3	219.9	317.4	Spend Analysis	Medium	
Computer Equipment	3	409.6	1,063.6	Spend Analysis	Medium	
Technical Consultancy Services	3	4,248.8	3,728.4	Spend Analysis	Medium	
		5,687.3	6,162.7			
TOTAL		6,972.0	7,618.4			

System C has implemented changes that have reduced emissions in Scopes 1 and 2 by 86% and 69% respectively, by reducing gas as a source of heating in a number of offices. As a result of our office location strategy, the remaining properties will seek to continue this reduction in 2025-2026, by relocation to certified carbon-neutral premises. Conversely, Scope 3 emissions have increased as a result of increased annual expenditure. As such, System C will aim to progress the key Carbon Reduction Actions set out in Section 13.

11. Intensity Metric Analysis

Intensity Metrics (tonnes CO ₂ e)		
	Benchmark Year 2023-2024	Current Year 2024-2025
Per Employee		
Scopes 1, 2 & 3	9.3	10.5
Scopes 1 & 2	0.14	0.04
Per £1m Turnover		
Scopes 1, 2 & 3	61.6	69.0

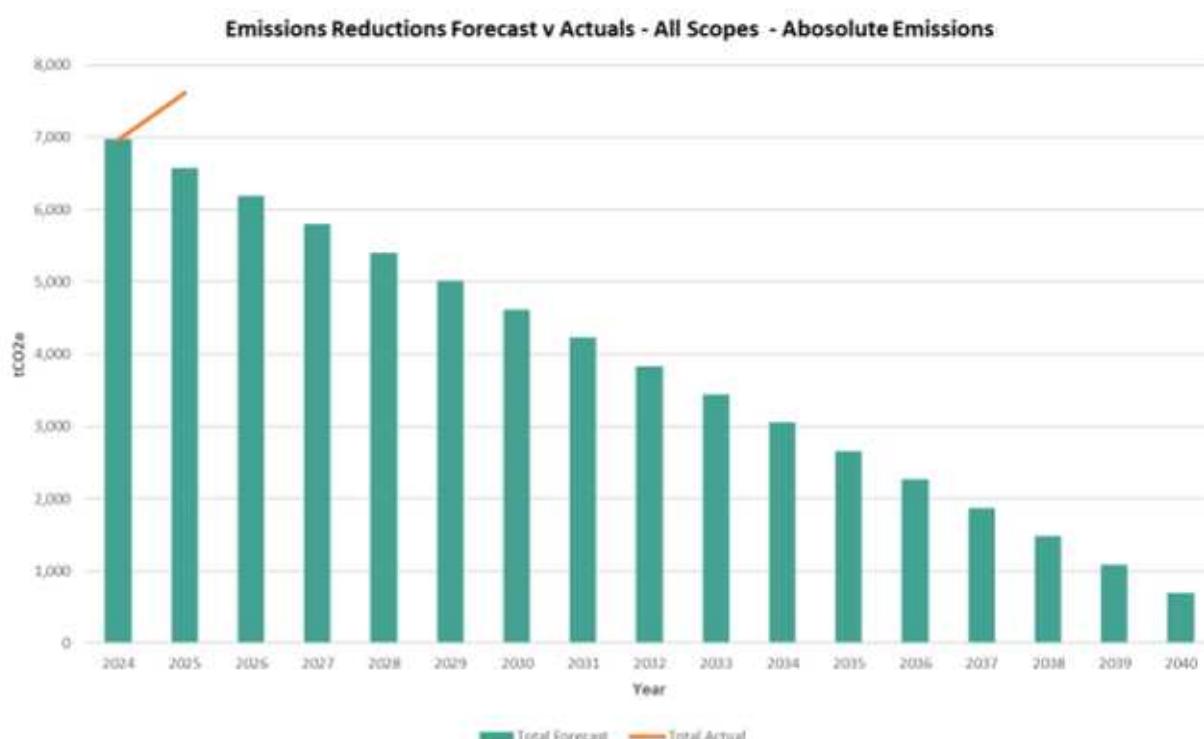
The chosen intensity metrics show carbon emissions value of 10.5 tCO₂e per employee for all Scopes and 0.04 tCO₂e for Scopes 1 and 2. In addition, the intensity metrics show carbon emissions value of 69.0 tCO₂e per £1m turnover for all Scopes. The business headcount averaged 727 people during the current period.

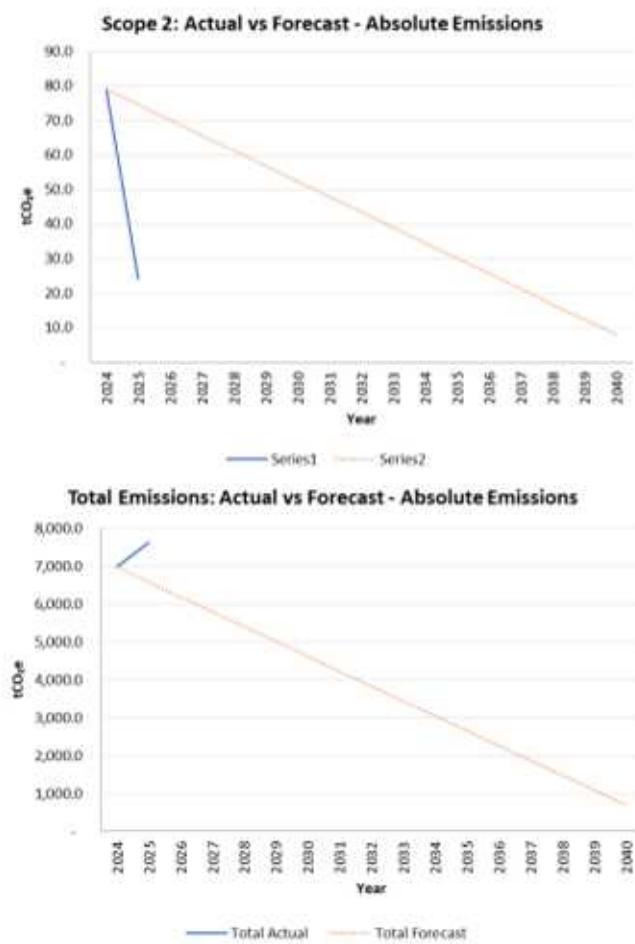
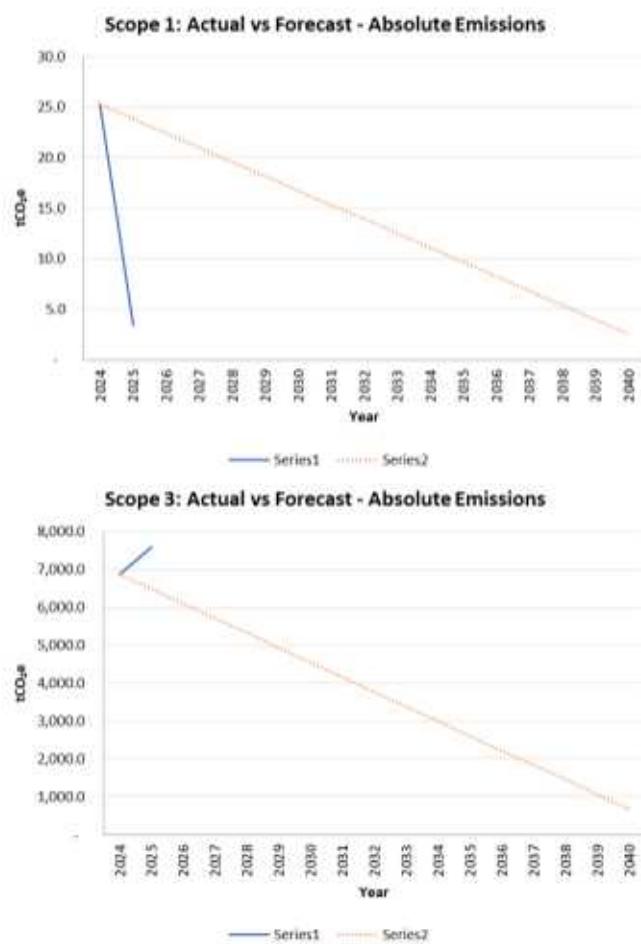
12. Emissions Reductions Targets Analysis

The following charts provide a forecasted view of the emissions targets for the organisation as a whole and Scope by Scope in line with the following Net Zero emissions targets:

- Scope 1 and 2 – 42% reduction by 2030
- Scope 3 – 25% reduction by 2030

These targets are being mapped against actual emissions year by year to support ongoing strategies and decision making to achieve Net Zero by 2040.





The charts above show the decrease in Scopes 1 and 2 emissions and increase in Scope 3 – see Section 13 - Carbon Reduction Action Plans for further detail.

13. Carbon Reduction Action Plans

The following initiatives that will support **System C's** strategies to meet Science Based Targets:

Initiative	Action	Progress
Energy Use & Office Operations (Scope 1 & 2)	<ul style="list-style-type: none"> Where practicable, switch all remaining offices to 100% renewable energy tariffs by end of FY 2026. Green leases: work with landlords to ensure buildings are energy efficient (EPC rating improvements, insulation, low-carbon heating). Where practicable, introduce LED lighting in all our offices that do not currently have this by end of FY 2026. Ensure all offices have recycling points aligned with Simpler Recycling legislation. Encourage hybrid working to reduce commuting and office energy demand. <p>FY 2026 objective:</p> <ul style="list-style-type: none"> Relocate an additional 2 no offices (Stratford and Basildon) to certified carbon neutral office spaces. 	<ul style="list-style-type: none"> 7 out of 9 of our offices now use renewable electricity tariffs. ESOS report completed in July 2024 and actions from this audit considered and actioned in the 2024-2025 report. One office relocation during FY24 included targets relating to the Environmental Performance of the Premises and Building. Discussions with our landlords continue to enable LED lighting and smart heating/cooling where possible. All offices now have compliant recycling points. Implemented a flexible working policy which encourages hybrid working arrangements.
Business Travel and Commuting (Scope 3)	<ul style="list-style-type: none"> Ensuring the team uses public and low carbon transport options when practical to do so. Car share for business trips. Switched to Online Meetings and Online Events where possible and continue to embrace hybrid working. Electric car salary sacrifice scheme was introduced in FY 2021-22 with continual promotion of the scheme to employees. Cycle to work scheme is ongoing since FY 2014/15 with a continual promotion of the scheme to employees. <p>FY 2026 objectives:</p> <ul style="list-style-type: none"> Develop and implement a Sustainable travel policy. To measure employee commuting in FY2026 and include in next year's report. 	<ul style="list-style-type: none"> All actions implemented.
Employee Engagement	<ul style="list-style-type: none"> Continue to engage the entire team throughout the organisation in the Net Zero transition plan and to encourage staff to support lower carbon ideas, opportunities, and activities. Review and implement new methods to engage with our staff. 	<ul style="list-style-type: none"> An ESG committee has been formed and all ESG related content has been reviewed and updated on a dedicated ESG section on the company Intranet and external website. Developed an ESG strategy program in conjunction with the ESG committee to

Initiative	Action	Progress
	<p>FY 2026 objectives:</p> <ul style="list-style-type: none"> • To get involved in local volunteering initiatives (i.e. litter picking, educational sessions, tree planting, conservation, STEM education linked to sustainability) in line with our new Volunteering initiative. • Undertake a survey of key internal stakeholders regarding Sustainability governance with a focus on carbon reduction. Outcomes and suggested improvements to be translated into an action plan. 	<p>oversee delivery and progress against actions.</p> <ul style="list-style-type: none"> • Appointed a new Sustainability Manager and ESG Lead to oversee and implement the ESG strategy. • Uploaded the previous Carbon Reduction Plan to our Central HR System so it can be easily accessed by employees.
Supply Chain and Partnerships (Scope 3)	<ul style="list-style-type: none"> • To create a framework to launch our Sustainable Procurement policy in FY 2025. • Commit to using sustainable and local suppliers where practical. <p>FY 2026 objectives:</p> <ul style="list-style-type: none"> • Supplier engagement: assess mechanisms/tools to evaluate carbon performance of our high value suppliers and prioritise low-carbon suppliers where possible. 	<ul style="list-style-type: none"> • Sustainable Procurement Policy is in draft and awaiting sign off. • Supplier Code of Conduct implemented in 2024 to support our Environmental Policy. • Local supply chain partners are used where possible.
Acceleration Plan to Net Zero	<ul style="list-style-type: none"> • To create a plan to accelerate Decarbonisation with the ambition to achieve Net Zero by 2040. 	<ul style="list-style-type: none"> • Prioritised for ESG committee review to align to industry Net Zero targets.
Data Quality	<ul style="list-style-type: none"> • To improve the quality and accuracy of data to ensure more accurate measurement of our emissions including actual waste produced per office/site. • To measure employee commuting in FY2025 and include in next year's report. 	<ul style="list-style-type: none"> • We have included an increased amount of Scope 3 emissions in this report based on financial spend. We are developing a plan to engage with key suppliers with the aim of collecting primary data where possible, and to identify Decarbonisation actions. • We have included employee commuting emissions based on headcount and will improve this with a survey in FY 2026.
Further Actions for FY 2026	<ul style="list-style-type: none"> • Working on a full Decarbonisation strategy with external consultants. • Achieve ISO 14001 (Environmental Management System) certification. 	<ul style="list-style-type: none"> • Plan is being finalised and will be included in the 2025-2026 report.

14. High-level Scope 1 & 2 Decarbonisation Roadmap

Actions	2024	2025	2026	2027	...	2030	
SBTi	 June Q3	Report Progress	Report Progress	Review needed for re-baselining	Report Progress	Report Progress	
Data & Reporting	Find emissions tracking platform	Collect 2024 energy data & calculate emissions	Collect 2025 energy data & calculate emissions	Collect 2026 energy data & calculate emissions	Collect 2027 energy data & calculate emissions	Collect 2029 energy data & calculate emissions	
Energy Efficiency	ESOS Audit	Implement changes in existing offices			Reconduct ESOS Audit every 4 years		
	Track energy consumption centrally using platform & identify hotspots for reduction						
Location Strategy	Push current landlords for data	Aim >70% real data	Aim >80% real data	Aim >90% real data			
	Work with landlords & other tenancy to improve occupied building efficiency						
RE		RE procurement strategy (aim for 100% renewable) – review options for TACs / Green Supply Contracts annually					

15. High-level Scope 3 Decarbonisation Roadmap

Actions	2024	2025	2026	2028	2029	2030
Scope 3 Data	Prioritise Data Collection	Collect data across scope 3 value chain		Measure & track emissions reductions and continual improve data collection and calculation methodology		
PG&S	Calculation Methodology	Develop improved calculation methodology		Review calculation method		Continue to review calculation method every few years
	Supplier Engagement	Create focus group with most engaged & impactful suppliers	Identify data collection and procurement requirements	Work with suppliers to implement levers		Measure & track emissions reduction for levers
Employee Commuting	Refine employee commuting and home working policy	Engage / campaign with employees on low carbon travel		Measure & track emissions reductions and ask for employee feedback		
Business Travel	Refine business travel policy	Engage / campaign with wider business on low carbon travel		Measure & track emissions reductions and ask for employee feedback		

16. Emissions Data

The data contained in the table below represents total emissions calculated and is consistent with SECR requirements. All sources of emissions that have been measured are included in the totals below. Emissions from key activities are summarised in the previous sections.

	Previous Year 2023-2024	Current Year 2024-2025
Energy consumption used to calculate emissions Electricity Scope 2 - UK and Offshore (kWh)	381,289	194,456
Energy consumption used to calculate emissions – Global, excluding UK and Offshore (kWh)	N/A	N/A
Basis of Energy reporting (Location or Market)*	Market	Market
% of total energy sourced from certified renewable sources	0%	40%
Emissions associated with energy consumption - UK, Offshore and Global (tCO ₂ e)*	79.0	24.1
Emissions from activities for which the company is responsible including combustion of fuel and operation of facilities - Scope 1 (tCO ₂ e)	25.3	3.5
Emissions from purchase of electricity, heat, steam and cooling purchased for own use - Scope 2 (tCO ₂ e)	79.0	24.1
Total Scope 1 and 2 Emissions (tCO₂e)	104.2	27.6
Emissions from selected activities out of operational control - Scope 3 (tCO ₂ e)	6,867.8	7,590.8
Emissions from use of sold products and services out of operational control - Scope 3 (tCO ₂ e)	None included	None included
Total Gross Scope 3 Emissions (tCO₂e)	6,867.8	7,590.8
Total Scope 1, 2 and 3 Emissions (tCO₂e)	6,972.0	7,618.4
Intensity ratio tCO ₂ e (gross Scope 1, 2 and 3) per employee	9.3	10.5
Carbon offsets (tCO ₂ e)	-	-
Total Annual Net Emissions (tCO₂e)	6,972.0	7,618.4

* A market-based method reflects emissions from electricity that companies have purposefully chosen. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). Emissions with a location-based method would have been 40.3 tCO₂e.

17. Energy kWh Analysis

Data Details		2023-2024	2024-2025
Emission Type	Scope	t CO2e	t CO2e
Gas	1	25.3	3.5
Electricity	2	79.0	24.1
Business Miles in Personal vehicles	3	781.1	1,061.6
TOTAL		885.3	1,089.1
Headcount		750	727
t CO2e per employee		1.18	1.50
SECR kWh		kWh	kWh
Gas	1	138,250	18,904
Electricity	2	381,289	194,456
Business Miles in Personal vehicles	3	283,226	386,881
TOTAL		802,764	600,241

18. PPN 006 Compliant Data

The following table is a subset of mandatory reporting data for PPN 006 (previously PPN 06/21).

PPN 006	Emissions Data	tCO2e	Notes
Scope 1	Gas	3.5	
Scope 2	Electricity	24.1	
Scope 3	1. Purchased goods and services	6,162.7	
Scope 3	3. Fuel and energy related activities	3.5	
Scope 3	4. Upstream transportation and distribution	-	Not applicable
Scope 3	5. Waste generated in operations	0.0	Waste emissions are de minimis
Scope 3	6. Business travel	1,061.6	
Scope 3	7. Employee commuting	363.0	
Scope 3	9. Downstream transportation and distribution	-	Not applicable
TOTAL		7,618.4	

19. Standard and Methodology Used

System C categorises its Greenhouse Gas (GHG) Emissions as Scope 1, 2 or 3 as referred to in the WBCSD – WRI Greenhouse Gas Protocol (revised edition, dated March 2014). Emissions in Carbon Dioxide equivalent (CO₂e) for all scopes are calculated using the conversion factors listed in DESNZ Greenhouse Gas Conversion Factors for the relevant 12-month period over which the Carbon Footprint is calculated. Procured renewable electricity and gas is calculated in accordance with the WBCSD – WRI Scope 2 Guidance on procured renewable energy (2015).

20. Data Quality / Confidence

The data used to generate this report has been collected from various sources from both within the company and using assumptions gathered by Net Zero International. These emissions have been converted to CO₂e using GHG Protocol and DESNZ frameworks and conversion factors for the relevant period.

21. Offsets

As part of the commitment of **System C** to target reductions in its GHG emissions and, ultimately, attain Net Zero the company will review and report all offsetting that it enters. All offsetting options will be considered and reported included, formally certificated schemes (e.g., Gold Standard) as well as more informal schemes. Where offsetting is done against informal schemes, details of the calculation logic will be reported.

22. Declaration & Sign Off

This Carbon Reduction Plan has been completed in accordance with SECR, PPN 06/21 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, 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 agreed by System C's Chief Executive Officer, Nick Wilson.

Signed on behalf of System C Healthcare Limited and its above stated subsidiaries.

Name: **Nick Wilson**



Position: **Chief Executive Officer**

Date: **30th October 2025**

23. Third Party Validation

This report was compiled on behalf of System C Healthcare Limited by Net Zero International using the notch Carbon Accounting Platform.

Validated on behalf of Net Zero International

Name: **David Hawes**



Position: **Chief Executive Officer**

Date: **30th October 2025**

24. Glossary

Benchmark Data	The chosen 12-month period that sets the calculated emissions that need to be mitigated and/or offset.
Carbon Reduction	Reduction in measured CO ₂ e emissions
Carbon Reduction Plan	Plan to reduce CO ₂ e emissions over a period of time, updated annually
Carbon Emissions (Gross)	CO ₂ e emissions from Company activities
Carbon Emissions (Net)	CO ₂ e emissions from Company activities minus verified carbon offsets the Company purchases
Carbon Neutral	When emissions are fully offset including those emissions that could be mitigated.
Carbon Offsets	A removal or reduction of carbon emissions through a verified scheme.
CO₂e	All greenhouse gases expressed in terms of Carbon Dioxide equivalent (CO ₂ e) for consistency of reporting.
DESNZ	Department of Energy Security and Net Zero (https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting)
EEIO	Environmentally Extended Input Output – Emissions estimated on spend https://ghgprotocol.org/
GHG Protocol	Greenhouse Gas Protocol https://ghgprotocol.org/
Greenhouse Gases	Carbon Dioxide (CO ₂), Methane (CH ₄), Nitrous Oxide (N ₂ O), Chlorofluorocarbons (CFCs and HCFCs), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur Hexafluoride (SF ₆)
Greenhouse Gas Conversion Factors	Annually published conversion factors normally published by relevant government departments. Converts activity into CO ₂ e emissions.
Greenhouse Gas Emissions (GHG)	Gases in the atmosphere that absorb and radiate heat
Intensity Metric/Ratio	A metric that measures carbon emissions per relevant unit of activity in a business.
Market Reporting v Location Reporting	Market is based on specific tariffs. Location is based on the country from which you are reporting.
Net Zero	GHG emissions are mitigated and those that cannot are offset
Renewable Tariff	An energy tariff that is 100% powered by renewable energy and is certified.
SBT	Science Based Targets – reducing emissions by 50% by 2030 and by 90% by 2050 and offsetting the remaining amount.
Scope 1	The fuels that are burnt (gas, transport the company owns, refrigerant gases)
Scope 2	The energy that is bought (electricity from the grid, purchased heat)
Scope 3	Emissions embedded in everything a company buys and emitted as a consequence of everything a company sells.
SECR	Streamlined Energy & Carbon Reporting
tCO₂e	Metric tonnes of CO ₂ equivalent emitted.
WBCSD	World Business Council for Sustainable Development https://www.wbcsd.org/
WRI	World Resource Institute https://www.wri.org/