CARBON REDUCTION STRATEGY

Tricorder Care Services Ltd

Publication Date: April 2026

1. Commitment to Achieving Net Zero

Tricorder Care Services Ltd is committed to achieving:

- **Net Zero by 2035 for Scope 1 and Scope 2 emissions**
- **Net Zero by 2045 for Scope 3 emissions**

This commitment aligns with the UK Government Net Zero Strategy, the NHS Net Zero Supplier Roadmap, and Procurement Policy Note (PPN) 06/21.

Tricorder Care recognises that carbon reduction is both an environmental and operational priority. As a provider of patient transport services, the organisation acknowledges its responsibility to reduce emissions while continuing to deliver safe, effective, resilient and clinically appropriate services.

The organisation has already achieved a significant structural reduction in emissions through changes to its operational model and is committed to a controlled, evidence-based transition to Net Zero. This plan is intended to provide a realistic and publishable framework that reflects Tricorder Care's current operating footprint, present maturity, and future trajectory.

2. Baseline Emissions Footprint (2023)

The 2023 baseline remains the organisation's formal comparison year and reflects the earlier, broader operating model.

Emissions Source	tCO_2e
Scope 1 (Fleet Fuel)	955.09
Scope 2 (Electricity)	8.47
Scope 3 (Indirect)	223.68
Total	**1178.77**

This baseline has been retained for transparency and comparability. However, the organisation's operating footprint has materially changed since that period, and the emissions trajectory has therefore been refreshed to reflect current operational reality.

3. Organisational Boundary and Operational Model

As of 2026, Tricorder Care Services Ltd operates from two core bases:

- **Thame**
- **Slough**

This reflects consolidation from the previous five-site operating model. The current structure provides a more efficient and controllable estate, supports tighter operational oversight, reduces duplication of infrastructure, and lowers overall environmental impact.

The organisation's emissions profile must therefore be understood in the context of this reduced operational footprint. The current plan reflects the Tricorder Care model as it now exists, rather than carrying forward outdated assumptions from the earlier iON structure.

4. Structural Reduction in Emissions

Between 2024 and 2026, Tricorder Care implemented a strategic reduction in its operating footprint, reducing from five operational bases to two. This has resulted in a material and permanent reduction in emissions across all scopes.

This structural change has reduced:

- fleet size and utilisation
- estate electricity demand
- staff travel and inter-site movement
- routine waste generation and service activity across multiple locations

This is an important distinction. The reduction reflected in this plan is not based solely on future aspiration or incremental efficiency gains. It is also the result of deliberate organisational change that has already altered the company's emissions profile in a significant and lasting way.

5. Current Emissions Position (2026)

The current 2026 position has been refreshed to reflect Tricorder Care's present operating model and available evidence.

5.1 Total Emissions

Scope	tCO_2e
Scope 1	425
Scope 2	~0
Scope 3	120
Total	**~545**

This represents an approximate **54% reduction** from the 2023 baseline.

5.2 Scope 1 methodology note

Scope 1 has been recalculated using actual 2026 fuel invoice CO_2 data and annualised to provide a realistic estimate for the current operating model. This replaces the legacy inherited trajectory from the earlier plan, which no longer reflected the organisation's actual estate, fleet and activity levels.

5.3 Scope 2 methodology note

Scope 2 is treated as near-zero on a market-based basis for covered supplies due to the use of zero carbon electricity tariffs supported by supplier certification.

5.4 Scope 3 methodology note

Scope 3 has been rebased to reflect the reduced estate, lower operational footprint, supplier mapping, waste controls and reduced travel patterns. While Scope 3 remains the most complex area to quantify precisely, the figure used in this plan is intended to be proportionate, defensible and operationally realistic.

5.5 Emissions Reduction Trajectory

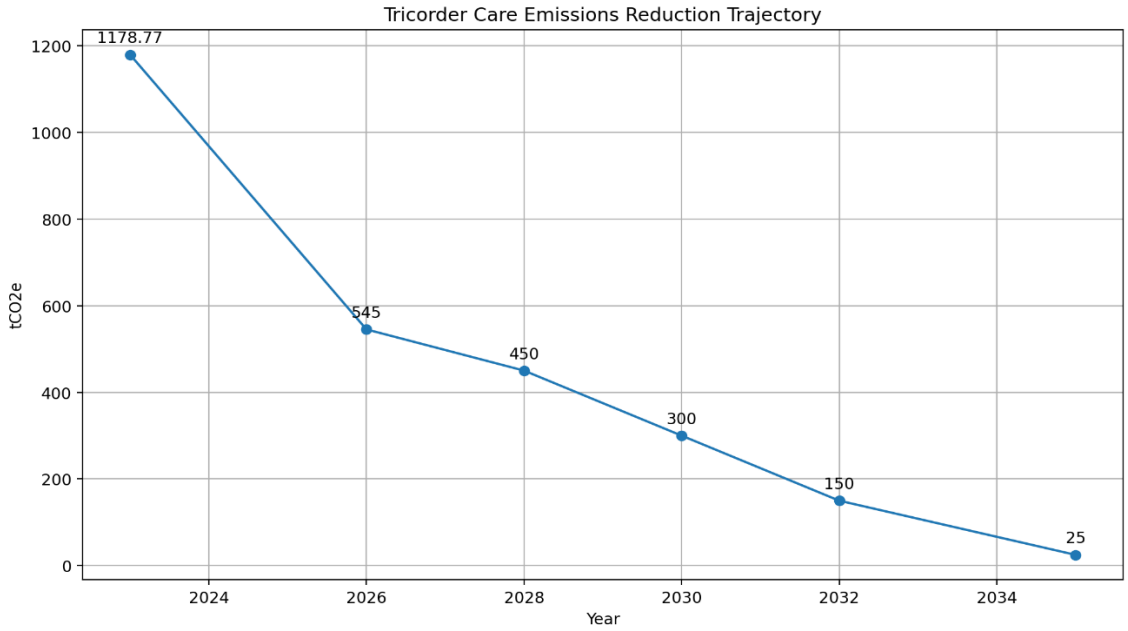


Figure 1: Emissions Reduction Trajectory

The trajectory graph should be positioned here to show the relationship between the 2023 baseline, the current 2026 position, and the organisation's forward reduction pathway.

5.6 Emissions by Scope

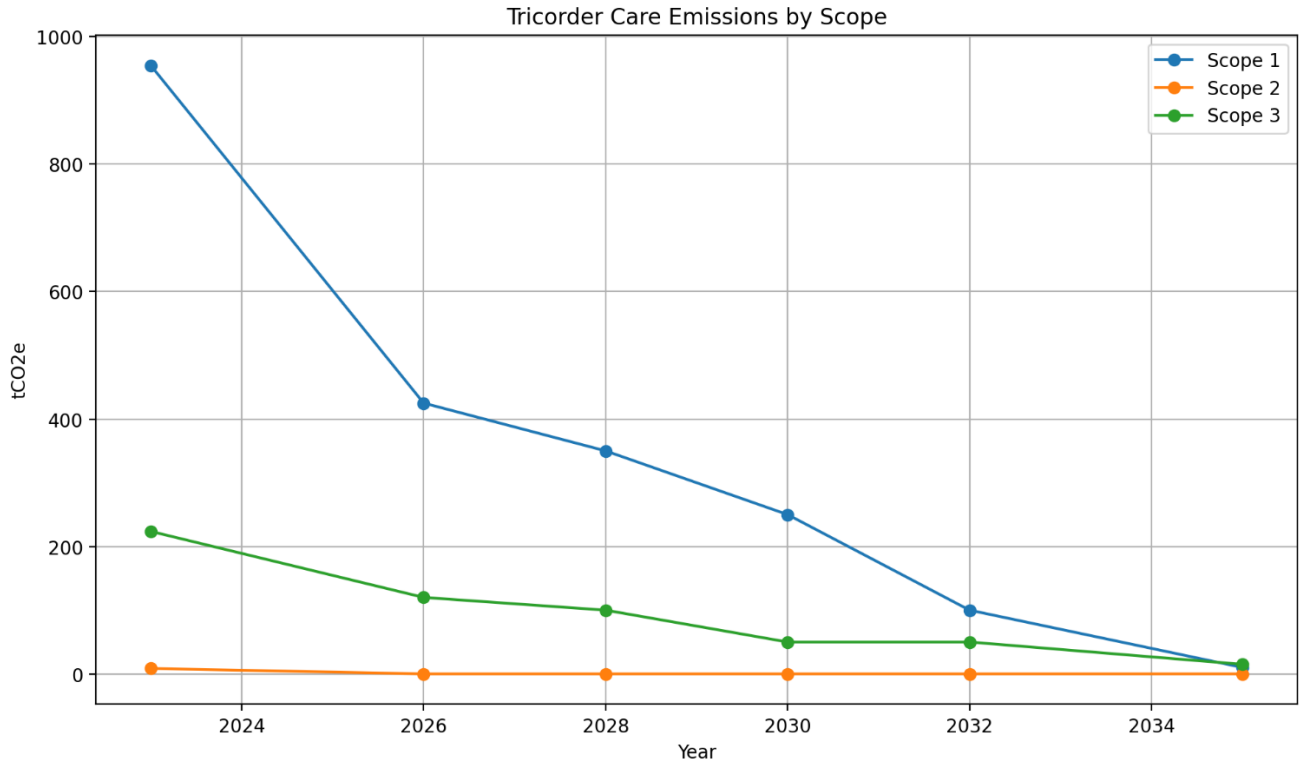


Figure 2: Emissions by Scope

The scope split graph should be positioned here to illustrate the relative weight of Scope 1, Scope 2 and Scope 3 emissions and demonstrate clearly that fleet remains the dominant emissions source.

6. Carbon Reduction Strategy

6.1 Fleet Decarbonisation (Scope 1)

Tricorder Care's principal direct emissions source is fleet fuel usage. For that reason, Scope 1 remains the organisation's most material carbon reduction priority.

The organisation currently operates a diesel fleet that remains ULEZ compliant and operationally suitable for current service delivery. However, the long-term strategic direction is full fleet electrification by **2032**, reflecting a more credible and operationally defensible timeline than the earlier inherited assumptions.

Fleet decarbonisation is being supported through:

- lifecycle-based vehicle replacement
- ongoing route optimisation through Apex
- reduction of idle time and unnecessary mileage
- tighter deployment planning across a smaller operational estate
- future alignment between electric fleet readiness and charging infrastructure

Tricorder Care recognises that electrification in healthcare transport must be pursued in a controlled way. Vehicle performance, range, specialist conversion capability, charging access, resilience and patient safety all remain critical considerations.

6.1.1 EV Transition and Infrastructure Readiness

Tricorder Care Services Ltd recognises that the successful transition to a fully electric fleet depends not only on vehicle availability, but also on supporting infrastructure and workforce readiness.

The organisation is therefore developing an **EV-only salary sacrifice scheme** to support lower-carbon commuting and encourage staff transition to electric vehicles.

In parallel, Tricorder Care is working with landlords, site partners and operational partners to support the integration of electric vehicle charging infrastructure at its Thame and Slough locations. This is important both for future fleet transition and for staff EV adoption.

The organisation's intent is that as electric fleet capability becomes operationally viable, charging infrastructure and low-carbon electricity supply will develop in parallel, ensuring that electrification delivers genuine carbon reduction rather than simply shifting emissions elsewhere in the system.

6.2 Energy Management and Decarbonisation (Scope 2)

Tricorder Care Services Ltd has materially reduced its Scope 2 emissions through a combination of estate rationalisation, renewable electricity procurement, and active energy management.

As of 2026, the organisation operates from two core bases only, at Thame and Slough, following consolidation from the previous five-site operating model. This structural change has reduced the overall estate energy demand and created a more efficient and controllable operating footprint. The previous iON carbon plan recorded five locations, with electricity reduction activity already underway across that broader estate.

Tricorder Care's current electricity strategy is centred on the procurement of zero carbon electricity tariffs, reducing market-based Scope 2 emissions to near zero for covered supplies. The British Gas certificate provided for Tricorder Care Services Limited confirms that supplied electricity is backed by Renewable Energy Guarantees of Origin and nuclear declarations for the certified period from 10 March 2026 to 9 March 2027. This represents a significant maturity step from the earlier iON position, where three of five sites had already moved to 100%

renewable electricity and further landlord engagement was in progress for the remaining locations.

The organisation's Scope 2 approach is not limited to tariff selection. Tricorder Care also seeks to reduce absolute electricity demand through operational discipline and property-level energy awareness. This includes ensuring that heating, cooling, lighting, charging and ancillary equipment are used only where operationally required, and that energy consumption is reviewed as part of site management and wider operational efficiency discussions. The reduction in site numbers has made this oversight more practical and more effective.

In parallel, Tricorder Care is working with site partners and landlords to support the future integration of electric vehicle charging infrastructure at operational locations. This is strategically important because it links current electricity decarbonisation with future fleet decarbonisation. The organisation's intention is that, as electric fleet capability becomes operationally viable, charging arrangements will be aligned with low-carbon electricity supply to avoid simply shifting emissions from tailpipe to power source.

Taken together, these measures mean that Scope 2 is no longer a material driver of Tricorder Care's emissions profile in the way it once was. The company's strategic priority is therefore to maintain this position, ensure ongoing supplier-backed evidence of low-carbon electricity procurement, and use its simplified estate model to drive further improvements in energy efficiency over time.

6.3 Indirect Emissions and Supply Chain Carbon Management (Scope 3)

Tricorder Care Services Ltd recognises that a credible carbon reduction strategy must extend beyond direct fleet and site emissions and address the wider value chain. For that reason, the organisation has adopted a structured Scope 3 approach focused on the area's most relevant to its service model: staff travel, suppliers, waste, outsourced services, digital systems, and operational support arrangements.

The earlier iON carbon plan already identified staff, suppliers and waste as the three principal Scope 3 categories requiring attention and linked these to wider operational and environmental objectives. Tricorder Care has retained that foundation but strengthened it through a more mature supplier-management and operational-efficiency approach.

6.3.1 Supply Chain Carbon Leadership

Tricorder Care maintains an active supplier base across fuel, fleet maintenance, vehicle conversion, waste management, gases, telecommunications, security, facilities, software and financial services. This means that a substantial proportion of the organisation's indirect emissions sit within the services and products required to keep patient transport operations safe, compliant and resilient.

Rather than treating procurement as a purely commercial activity, Tricorder Care increasingly views its supply chain through an environmental lens. The organisation seeks to understand which suppliers have established carbon reduction plans, published sustainability commitments, or measurable Net Zero objectives, and uses this information to inform procurement choices, supplier assurance, and future contract development.

This approach is supported by evidence already present in the earlier carbon documentation. For example, the original plan records that Biffa had committed to reducing absolute Scope 1 and 2 greenhouse gas emissions by 50% by 2030, reducing Scope 3 emissions by 25% by 2030, and increasing the proportion of suppliers with science-based targets. It also records that PHS Group, identified as a clinical waste supplier, had committed to Net Zero by 2040. In addition, the plan highlighted climate commitments made by a financial services partner, demonstrating that supplier sustainability was already being considered beyond core transport operations.

Tricorder Care intends to build on this by moving from passive awareness of supplier commitments to more structured engagement. Over time, this will include:

- giving greater weighting to environmental credentials in supplier selection and review
- preferring suppliers that can evidence carbon reduction activity, science-based targets, or credible transition plans
- encouraging suppliers to provide sustainability information during procurement or contract renewal
- identifying opportunities to reduce transport, packaging, collection mileage, or duplicated service visits within the supply chain

This is particularly relevant in areas such as fuel provision, vehicle servicing, consumables, waste removal, ICT, facilities support and communications infrastructure, all of which contribute to the organisation's indirect footprint.

6.3.2 Waste, Resource Use and Circularity

Waste management is a significant Scope 3 consideration for any healthcare transport provider. Tricorder Care's Waste Management Policy provides a formal framework for compliant, efficient and environmentally responsible handling of domestic, confidential, clinical, hazardous and WEEE waste streams. The policy explicitly commits the organisation to waste reduction, recycling, segregation at source, and lawful disposal through registered waste carriers, while also aiming to reduce the impact that Tricorder Care has on the environment.

The policy goes beyond basic compliance. It states that recycling should be treated as the preferred option for non-hazardous materials where viable, that waste minimisation should be considered at source, and that the organisation should continue exploring sustainable options for waste reduction. That is important because it demonstrates that the company's waste strategy is aligned not only to infection prevention and legal duty of care, but also to carbon reduction and environmental stewardship.

Operationally, Tricorder Care's reduced estate also supports lower waste-related emissions by reducing the number of sites generating routine waste, packaging waste and collection activity.

The organisation will continue working with waste contractors to improve the environmental performance of collection and disposal arrangements where possible, including recycling, recovery, and reduced collection inefficiency.

6.3.3 Staff Travel, Digital Working and Service Support Emissions

Staff travel is another material component of Scope 3 emissions. Tricorder Care has already reduced travel-related emissions through consolidation of its operational sites and increasing use of remote communication and digital working tools. The earlier carbon plan referred to remote working and virtual meetings as a means of reducing the need for business travel, supported by the development of a secure communications and IT network. Tricorder Care is now embedding that approach more deliberately.

The organisation promotes:

- reduced non-essential travel through the routine use of video conferencing
- greater use of public transport where attendance at in-person meetings is necessary and operationally appropriate
- active travel through cycling incentives and a Cycle to Work approach
- future uptake of low-emission commuting through an EV-only salary sacrifice scheme

This is not only an environmental measure, but also a workforce and efficiency measure. Better use of digital meetings reduces travel time, supports flexible working, and enables management, governance and partnership functions to be delivered more efficiently across sites and systems.

6.3.4 Scope 3 Maturity and Future Development

Tricorder Care acknowledges that Scope 3 is the most complex emissions category to measure and influence fully. However, the organisation has already established the practical foundations of a stronger Scope 3 management framework through supplier mapping, waste controls, reduced travel, and operational consolidation.

The next stage of maturity will include:

- progressively strengthening supplier sustainability expectations
- refining procurement documentation to incorporate environmental considerations
- improving data capture for waste, outsourced services and indirect travel
- continuing to reduce avoidable travel through digital and operational planning measures
- aligning indirect emissions management with NHS Net Zero supplier expectations and the wider public sector social value agenda

The organisation's aim is not simply to report Scope 3, but to demonstrate active and proportionate influence over the parts of the value chain it can reasonably shape.

7. Supporting Policies, Systems and Organisational Enablers

This Carbon Reduction Plan does not sit in isolation. It is supported by a wider policy and governance framework that enables carbon reduction activity to be embedded in day-to-day operations, assurance processes, workforce practice and service resilience.

The organisation's Business Continuity Plan is one of the strongest supporting documents in this respect. It establishes a resilient operating model based on clear governance, command structures, remote access capability, site resilience and flexible operational response. While its primary purpose is continuity of service, many of the arrangements it describes also support lower-carbon operations. These include dynamic fleet deployment, centralised coordination, remote system access, and reduced dependency on maintaining duplicated infrastructure across multiple sites. The plan also confirms formal governance arrangements, management review processes, and integration with related policies and assurance systems.

The Waste Management Policy is another key enabler. It provides the environmental, legal and practical framework for reducing waste-related emissions through segregation, minimisation, recycling and lawful disposal. It explicitly states that the organisation aims to reduce its environmental impact and continue developing sustainable waste options. This gives the Carbon Reduction Plan a much stronger operational foundation because it shows that the environmental objectives are already reflected in live policy and practice.

The original Green Plan also remains relevant as a strategic precursor to the current Carbon Reduction Plan. It articulated long-term objectives around carbon reduction, sustainable procurement, waste, energy efficiency and staff engagement, and made clear that sustainability should become part of the organisation's core operating ethos. Although that document was written under the previous iON identity and requires updating to current Tricorder branding and operational reality, it remains useful evidence that environmental planning did not begin as a tender exercise but has been developing over time.

In addition to formal policies, Tricorder Care's operational systems act as practical enablers of carbon reduction. The use of Apex for route optimisation and operational control supports fuel efficiency and reduced mileage. The organisation's use of remote communication tools, digital records, and cloud-based systems reduces the need for unnecessary travel and paper-heavy workflows. The consolidation of the estate from five bases to two also makes performance oversight more direct and more manageable.

Taken together, these policies, systems and organisational controls demonstrate that carbon reduction at Tricorder Care is supported by real operating mechanisms, not just high-level

commitments. That is important from both an assurance and a credibility perspective, because it shows that the plan is capable of being implemented, monitored and improved.

8. Governance and Accountability

Carbon reduction within Tricorder Care Services Ltd is embedded at both strategic and operational level.

Overall accountability rests with the **Board of Directors**, which is responsible for ensuring that carbon reduction remains aligned with business strategy, operational delivery, commissioner expectations and wider organisational governance.

Day-to-day leadership and implementation sit with the senior operational management team. The **Operations Manager** is responsible for the practical delivery of carbon reduction measures within fleet and service operations. The **Director of Planning and Control** supports data oversight, operational analysis, planning alignment and performance monitoring. **Station Supervisors and Team Mentors** support implementation at local level by reinforcing operational discipline, energy awareness, and compliance with relevant systems and policies.

Carbon considerations are integrated into decision-making across:

- fleet replacement and vehicle strategy
- route optimisation and deployment planning
- supplier selection and review
- property and infrastructure planning
- workforce travel and digital working arrangements

The organisation's governance approach is intended to ensure that carbon management is not treated as a standalone exercise, but as part of the wider management of operational quality, resilience, efficiency and continuous improvement.

Monitoring arrangements include quarterly review of relevant emissions and enabling data, supported by annual review and refresh of the Carbon Reduction Plan. As data quality improves over time, Tricorder Care intends to strengthen both reporting precision and management insight.

9. Carbon Reduction Targets

The following targets reflect Tricorder Care's current best estimate of a credible reduction pathway based on the present operating model:

Year	Target (tCO_2e)
2026	~545
2028	~450
2030	~300

Year	Target (tCO_2e)
2032	~150
2035	Near Net Zero

These targets are intended to be realistic and operationally defensible. They are materially different from the earlier inherited pathway because they reflect the current Tricorder footprint rather than the former five-site iON model.

They will be reviewed periodically as:

- additional emissions data becomes available
- fleet technology and supplier markets evolve
- charging infrastructure plans mature
- operational activity changes

10. Alignment with NHS Net Zero, Evergreen and Social Value Objectives

Tricorder Care Services Ltd recognises that carbon reduction in healthcare is not simply a corporate environmental issue; it is increasingly a core expectation of commissioners, regulators and NHS supply chain partners.

This plan is designed to align with the NHS Net Zero Supplier Roadmap, which expects suppliers to develop robust carbon reduction plans, understand and progressively manage Scope 1, 2 and 3 emissions, and support the wider decarbonisation of health and care delivery. The earlier iON carbon plan already positioned the organisation in relation to the NHS travel and transport roadmap and sought to align its operational planning with NHS Net Zero ambitions. The current Tricorder plan strengthens that position by replacing outdated modelling with a more realistic, evidence-based and operationally credible emissions framework.

The organisation also sees this plan as supportive of the Evergreen Sustainable Supplier Assessment approach. The original carbon plan explicitly referenced Evergreen and stated an ambition to work towards sustainable supplier expectations, including Net Zero for direct emissions and influenced emissions over time. Tricorder Care's updated approach is more mature because it now links that ambition to supplier mapping, procurement influence, waste controls, estate consolidation, and actual emissions evidence from current operations.

From a social value perspective, this plan also supports public sector expectations under environmental themes by demonstrating that Tricorder Care is:

- reducing emissions from patient transport activity where operationally feasible
- improving efficiency in resource deployment and travel
- supporting lower-carbon commuting and working practices
- encouraging sustainability awareness across the workforce
- incorporating environmental considerations into supplier and procurement thinking

This matters because NHS and wider public sector buyers increasingly assess suppliers not only on direct service delivery, but on the broader value they bring to the system, including environmental stewardship, resilience and responsible growth.

The plan also aligns well with the realities of healthcare transport. Tricorder Care recognises that patient safety, operational resilience and clinical appropriateness must remain paramount, and that fleet decarbonisation must therefore be pursued in a controlled and credible way. The move to a 2032 full fleet electrification target is therefore positioned not as a retreat from ambition, but as a more deliverable and defensible route consistent with service continuity and safe operational practice.

Overall, this alignment section is important because it shows that Tricorder Care's carbon plan is not inward-looking. It is designed to support the wider environmental direction of the NHS and public procurement environment, while remaining grounded in the operational realities of a specialist transport provider.

11. Residual Emissions, Offsetting and Long-Term Transition

Tricorder Care Services Ltd recognises that, even with strong progress in fleet, estate and supply chain emissions, some residual emissions may remain during the transition period to Net Zero. This is particularly relevant in sectors such as healthcare transport, where operational flexibility, vehicle range, specialist conversions, emergency resilience and patient safety can limit the speed at which some emissions sources can be removed entirely.

The organisation's position is that direct reduction must always take precedence over offsetting. Its primary focus is therefore on reducing actual emissions through:

- fleet replacement and electrification
- zero carbon electricity procurement
- estate rationalisation
- route optimisation and operational efficiency
- lower-carbon workforce travel
- supplier engagement and waste reduction

Offsetting, wherever used, would be treated only as a supplementary measure for genuinely residual emissions that cannot yet be removed through reasonably practicable operational change. Any such offsetting would need to be credible, transparent and evidence-based, with preference given to recognised and verifiable UK schemes where appropriate.

Importantly, Tricorder Care does not intend to rely on offsetting to disguise avoidable emissions or substitute for genuine progress. The purpose of this plan is to support a real operational transition, not merely a paper-based claim to carbon neutrality.

The organisation also recognises that long-term transition requires continual review. Technology, supplier maturity, NHS expectations, vehicle markets, and charging infrastructure

will all continue to evolve. For that reason, this Carbon Reduction Plan should be treated as a live strategic document, subject to periodic refresh as:

- better emissions data becomes available
- operational models change
- fleet electrification options mature
- supply chain standards develop further

This approach ensures that residual emissions are managed honestly and proportionately, while keeping the organisation focused on long-term decarbonisation rather than short-term appearance.

12. Declaration

This Carbon Reduction Plan has been prepared in accordance with:

- **Procurement Policy Note 06/21**
- **GHG Protocol Corporate Standard**
- **UK Government / DEFRA greenhouse gas conversion factors**, where relevant and applicable to the organisation's reporting basis

It is intended to provide a realistic, evidence-based and publishable account of Tricorder Care Services Ltd.'s current emissions position, carbon reduction strategy and future Net Zero trajectory.

Signed:
Andrew McKenzie
Director
Tricorder Care Services Ltd

Date: April 2026

Appendix A – Carbon Summary Infographic

Tricorder Care Services Ltd

Carbon Reduction Summary - April 2026

Baseline emissions (2023): 1178.77 tCO2e

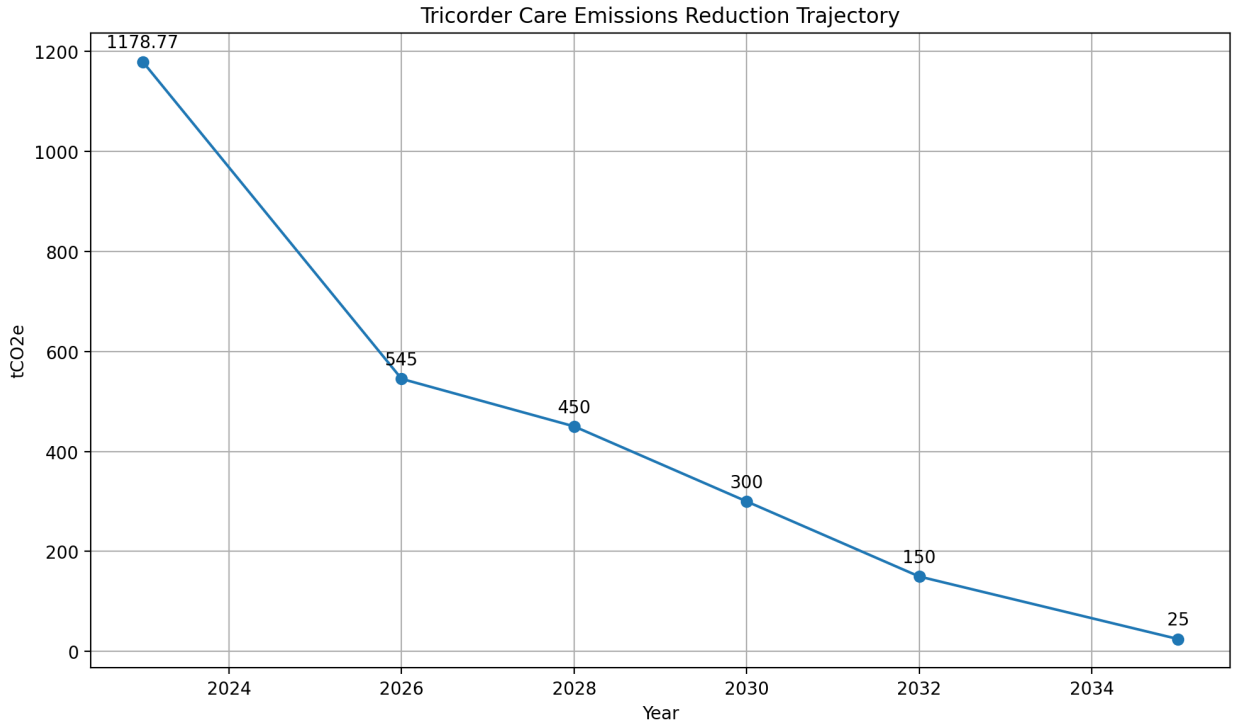
Current emissions (2026): ~545 tCO2e

Reduction achieved: ~54%

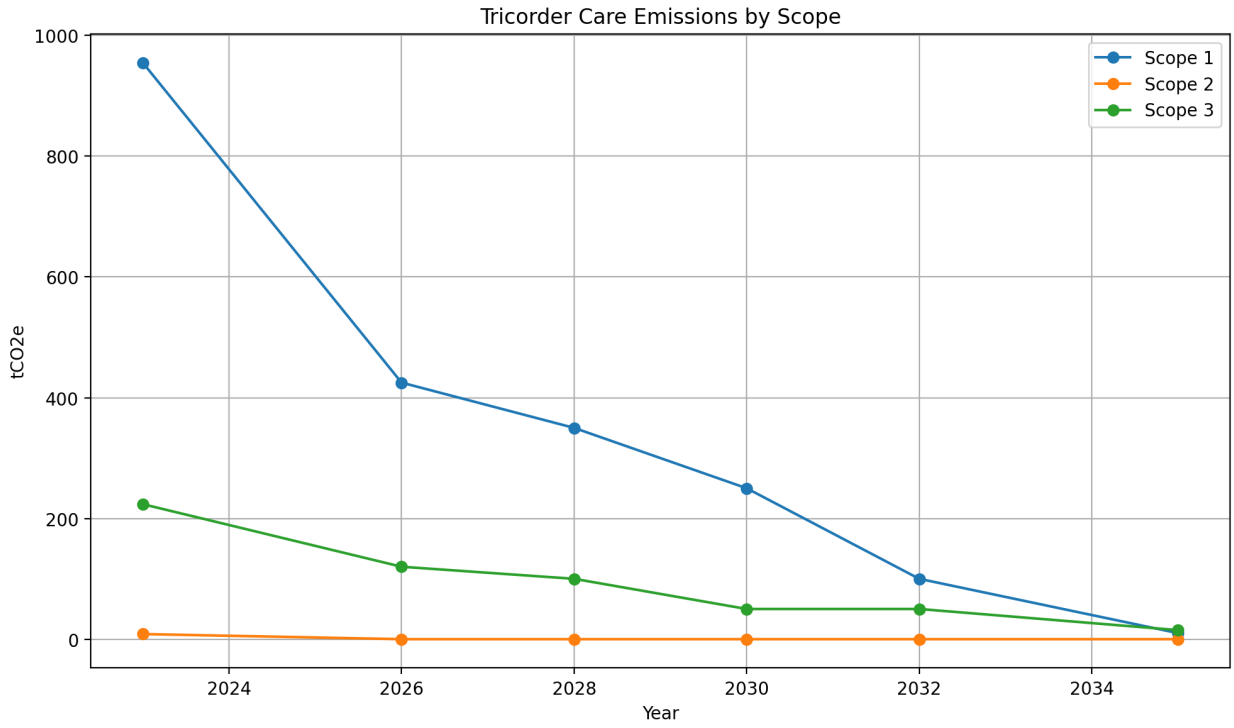
Key commitments

- Net Zero by 2035 for Scope 1 and 2
- Net Zero by 2045 for Scope 3
- Full fleet electrification target by 2032

Emissions reduction trajectory



Emissions by



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