

Carbon Reduction Plan

Name: Mace & Menter Ltd, trading as Healthia

Publication date: 18th June 2026

Commitment to achieving Net Zero

Healthia is committed to achieving Net Zero emissions by 2050.

Our commitment to achieve Net Zero and our emissions reporting apply to Mace & Menter Ltd, trading as Healthia, as a whole, using a global geographical boundary that includes all emissions associated with our operations, wherever they arise.

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: 2023	
Additional Details relating to the Baseline Emissions calculations.	
We have re-baselined from 2021 to 2023. 2021 was our first year reporting carbon emissions, but due to COVID-19 our team mostly worked from home and there was virtually no business travel, so it does not reflect how we normally operate. 2023 was our first full year of normal operations after the pandemic, with staff back in the office and regular face-to-face client work, making it a more representative reference point for measuring our reductions.	
Baseline year emissions:	
EMISSIONS	TOTAL (tCO₂e)

Scope 1	0.73
Scope 2	1.63
Scope 3 (Included Sources)	Category 1 - Purchased goods and services = 16.05 Category 2 - Capital goods = 0.42 Category 3 - Fuel and energy-related activities = 1.24 Category 4 - Upstream transportation and distribution = Not applicable (see note) Category 5 – Waste generated in operations = 0.03 Category 6 – Business travel = 3 Category 7 – Employee commuting = 5.18 of which commuting travel = 0.38 of which employee teleworking (optional) = 4.80 Category 9 - Downstream transportation and distribution = Not applicable (see note) TOTAL = 25.92
Total Emissions	28.28

Note: Healthia is a professional services consultancy. We do not buy in or deliver physical goods, so we have no upstream or downstream transportation and distribution emissions (Categories 4 and 9). Other Scope 3 categories not shown are not relevant to our business; the reporting year table below explains each one.

Current Emissions Reporting

Reporting Year: 2025
Additional Details relating to the Reporting Year calculations.
In 2025, we continued with a hybrid working model, bringing the team together in our Bristol office, and visiting clients where face-to-face work added real value. Healthia has

experienced more growth over the past couple of years, with new colleagues joining from across the country. While this has strengthened our team, it also meant some colleagues travelling further to reach the office, which slightly increased our employee commuting emissions.

2025 was also our first full year in our current office, which has air conditioning, so we would expect our energy use to be higher than in previous years. As the office is leased and energy is not separately metered, our energy figures have been estimated using industry benchmarks for office energy use. Our Scope 1 emissions of 2.21 tCO₂e are an estimate of refrigerant leakage from our office's air conditioning, calculated using standard assumptions.

Our Scope 3 emissions remain relatively low, reflecting our size and the nature of our work. The largest contributors are employee homeworking & commuting, business travel, and purchased goods. All are essential to how we deliver our work, so rather than avoiding them, we focus on reducing their impact: combining visits where we can, travelling by rail rather than car or air, and prioritising sustainable suppliers. Because purchased goods and services are estimated from spend, this category rises as the business grows even when what we buy does not change, which is why we are moving towards supplier-specific emissions data (see Future initiatives).

EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	2.21
Scope 2	1.50
Scope 3 (Included Sources)	Category 1 - Purchased goods and services = 10.25 Category 2 - Capital goods = 2.03 Category 3 - Fuel and energy-related activities = 0.58 Category 4 - Upstream transportation and distribution = Not applicable (see note) Category 5 - Waste generated in operations = 0.16 Category 6 – Business travel = 2.12 Category 7 – Employee commuting = 5.42 of which commuting travel = 1.32 of which employee teleworking (optional) = 4.10

	Category 9 - Downstream transportation and distribution = Not applicable (see note) TOTAL = 20.56
Total Emissions	24.27

Scope 3 categories not relevant to Healthia:

Scope 3 category	Reason not relevant
4. Upstream transportation and distribution	We do not buy in physical goods that are shipped to us as part of our service
8. Upstream leased assets	Our leased office is reported within Scope 1 and 2
9. Downstream transportation and distribution	We deliver consultancy services, not physical products
10. Processing of sold products	We do not sell products
11. Use of sold products	We do not sell products
12. End-of-life treatment of sold products	We do not sell products
13. Downstream leased assets	We do not lease assets to others
14. Franchises	We have no franchises
15. Investments	We hold no equity or debt investments

Emissions reduction targets

In order to continue our progress towards achieving Net Zero, we adopted the following carbon reduction targets.

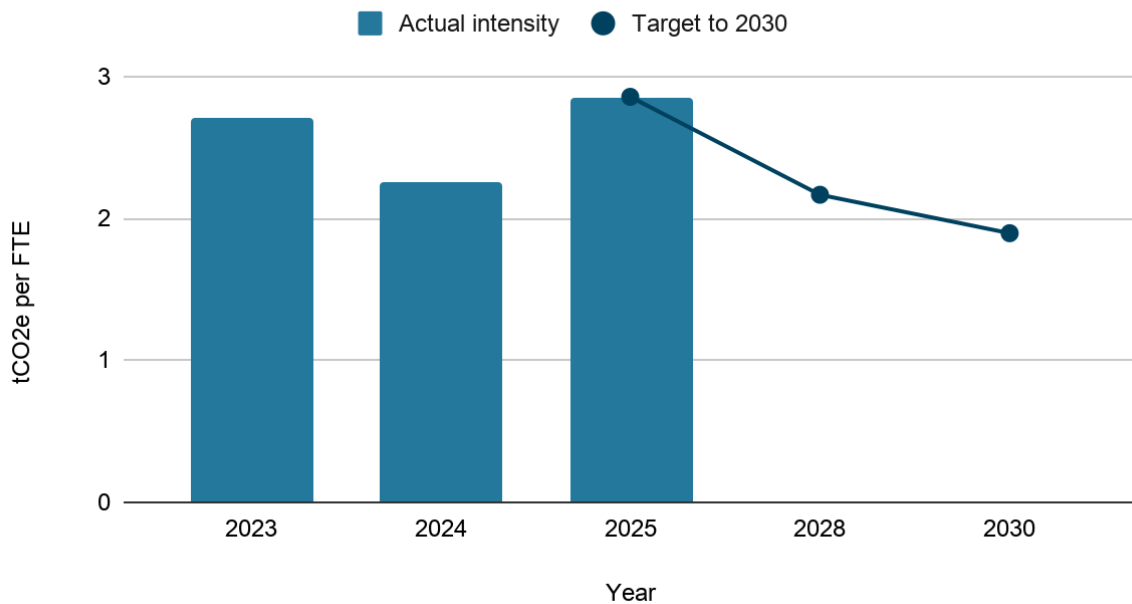
Healthia is growing, and a growing team means more people commuting, working from home and buying the tools they need. A target on total emissions alone would rise with headcount whatever we do, so our headline target measures emissions per full-time equivalent (FTE) employee, which shows whether we are genuinely reducing the impact of how we work.

1. Reduce our emissions per FTE (Scopes 1, 2 and 3) by 20% against our 2023 baseline by the end of 2028, and by 30% by the end of 2030. Our 2023 baseline was 2.7 tCO₂e per FTE, and in 2025 it was 2.86 tCO₂e per FTE.
2. Reduce our absolute Scope 1 and 2 emissions by 42% against our 2023 baseline by the end of 2030 (from 2.36 to 1.37 tCO₂e). Our move in December 2026 to an office running on 100% renewable energy is the main step towards this.
3. Measure and reduce our Scope 3 emissions, prioritising purchased goods and services and employee homeworking, which together made up 55% of our 2025 footprint.

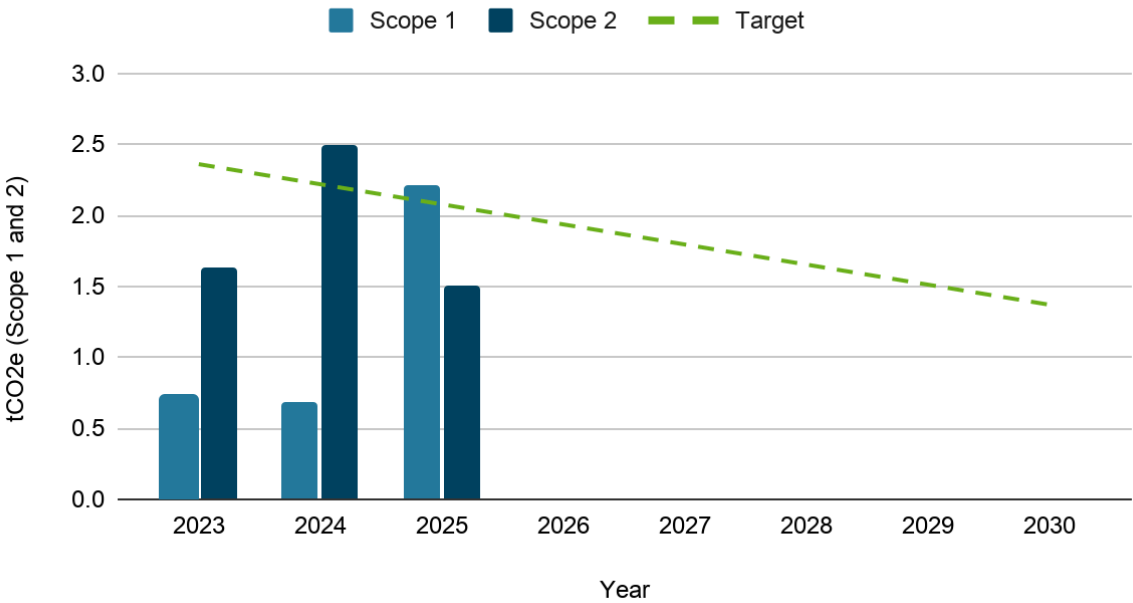
We will continue to report our total emissions each year against the 2023 baseline, alongside emissions per £10k of turnover, so that progress is visible on every measure.

Our 2025 footprint of 2.86 tCO₂e per FTE compares well with similar businesses. Comparable UK digital and service design consultancies that publish Carbon Reduction Plans report roughly 3 to 7 tCO₂e per person.

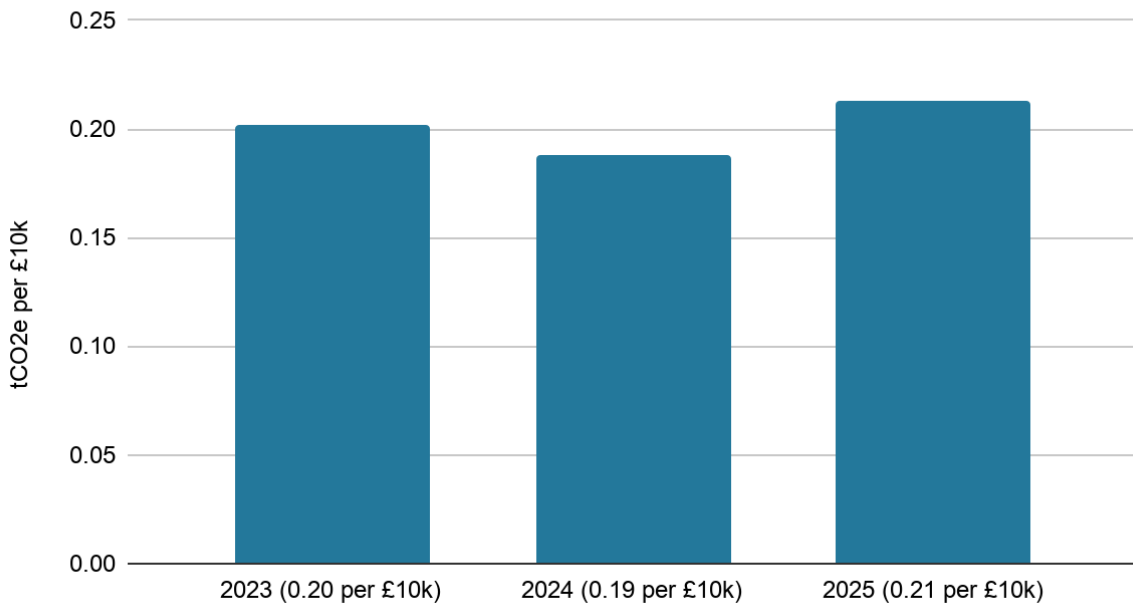
Emissions intensity: projected vs actual



Scope 1 and Scope 2 emissions



tCO₂e per £10k



Carbon Reduction Projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects have been completed or implemented since the 2023 baseline.

We maintained our commitment to reducing our travel emissions throughout 2025 and continued to use rail as our primary mode of transport. In 2025, rail accounted for 83% of our business transport spend. Car travel made up 11%, mostly short journeys to stations.

Our hybrid working model means colleagues work from home most of the time, with planned in-person days in Bristol rather than a daily commute. As our team now includes colleagues based across the country, we schedule these days in advance so that longer journeys are made for focused collaboration.

As more of our collaboration and research happens online, we also turned our attention to the less visible footprint of our digital work. We strengthened our Environmental Policy with a dedicated digital sustainability section, recognising the growing footprint of cloud and AI tools. It sets clear standards for selecting providers with strong environmental credentials, regular data clean-ups, mindful use of AI tools, and extending device lifespans.

Putting this into action, we now keep laptops in use for 4.5 years before replacing them, repair equipment where possible, and choose refurbished devices where practical, all of which reduce e-waste and the emissions associated with manufacturing new hardware.

We've applied the same thinking to how we share our work externally, introducing marketing activities with a lower environmental impact. Our Problems Worth Solving podcast, for example, is recorded remotely, with guests joining from home. Unlike in-person events, this means no one needs to travel, and there are no printed banners, handouts or single-use materials to produce.

Alongside reducing our own emissions, we also support projects that remove carbon from the atmosphere. In 2025, we funded the planting of 1,598 trees through Ecologi, which are expected to remove around 136 tonnes of CO₂ from the atmosphere over their lifetime. These trees are being planted through restoration projects in Kenya, Madagascar and Guatemala, which also support local employment, biodiversity and community livelihoods. This tree planting is separate from our emissions reporting: it is not deducted from the figures above, and we do not count it towards our reduction targets.

In the future we hope to implement further measures such as:

- Moving to a B Corp certified serviced office in December 2026. The space runs on 100% renewable energy and has smart thermostats, comprehensive recycling, and bike storage to encourage cycling to work. Our membership also includes cross-location access to the provider's offices across the country, so colleagues based near London, for example, can meet and work together locally without travelling to Bristol, reducing travel emissions. We will ask our provider for actual energy data for our space, so our office emissions are measured rather than estimated, and will report Scope 2 on both a location-based and market-based basis.
- Asking our largest suppliers for their own emissions data or Carbon Reduction Plans, so we can replace spend-based estimates for purchased goods and services with more accurate supplier-specific figures, and favouring suppliers with credible reduction plans.
- Supporting colleagues to reduce the footprint of working from home, for example by encouraging renewable energy tariffs and sharing information on home energy schemes.
- Seeking validation of our Scope 1 and 2 target through the Science Based Targets initiative's route for small and medium-sized businesses.
- Reviewing our approach to carbon removal so that, over time, the residual emissions we cannot reduce are balanced by durable carbon removals, in line with the Oxford Principles for Net Zero Aligned Carbon Offsetting.
- Building a simple travel dashboard from our existing expenses data, updated monthly, to track travel purpose, mode and spend across the company and spot opportunities to reduce emissions during the year
- Reviewing our regular office supplies and switching to more sustainable or locally sourced alternatives
- Establishing a Carbon Literacy Training programme for staff
- Look at placing savings in a sustainable savings account

Reducing emissions through our work:

Our greatest influence on emissions is not our own footprint but the services we help design for the NHS, central government and the third sector. A service that is designed well can reduce unnecessary journeys, paperwork, data and energy use for thousands of people. We will build this into how we work, and these measures will be in effect when performing the contract:

- Assessing the services we design against recognised guidance on sustainable service design, including the Government Design Principles (principle 11, minimise

environmental impact), the GOV.UK Service Manual guidance on environmentally sustainable services, Defra's Greener Service Principles and sustainability service standard point, the NHS design principle on sustainability, and the W3C Web Sustainability Guidelines.

- Including a sustainability review at the start and end of our projects, considering both the digital footprint of a service (hosting, data, page weight, AI use) and its wider footprint, such as the journeys people need to make to use it.
- Raising sustainability opportunities with our clients as part of our recommendations, and helping their teams prepare evidence for sustainability points in service assessments where these apply.
- Running research in the lowest-carbon way that does not compromise its quality or inclusivity, using remote sessions where they work well for participants and combining in-person fieldwork visits.
- Building sustainable service design into our staff learning, alongside our Carbon Literacy Training programme.

We will report on this work in future Carbon Reduction Plans. Any emissions our work helps clients avoid are theirs, so we will not deduct them from our own figures or count them towards our targets.

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06 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 standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

All emissions are reported in tonnes of carbon dioxide equivalent (tCO₂e) and cover the seven greenhouse gases included in the Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃).

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions, together with all other relevant Scope 3

¹ <https://ghgprotocol.org/corporate-standard>

² <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

categories, have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of Mace & Menter, trading as Healthia:

A handwritten signature in black ink, appearing to be 'S. Menter', written in a cursive style.

Name: Sam Menter Position: Managing Director

Date: 18th June 2026

³ <https://ghgprotocol.org/standards/scope-3-standard>