2025 Carbon Reduction Plan

Our commitment to achieving Net Zero

June 2026

St John Ambulance

Commitment to achieving Net Zero

St John Ambulance is committed to achieving Net Zero emissions by 2045. As a responsible healthcare provider and leading UK charity, we are committed to working towards best practice and aligning to NHS Net Zero targets and ambitions. Our commitment extends beyond environmental sustainability to encompass social responsibility, ensuring that we contribute positively to the communities we serve. By integrating these principles into our operations, we aim to create a healthier, more sustainable future for all.

Baseline emissions reporting

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 emissions footprint

Baseline Year: 2018

Additional details relating to the baseline emissions calculations.

Our current baseline year only captured gas, fleet, electricity purchased in buildings and mileage expenses. These omissions mean the baseline does not yet fully reflect our Scope 3 emissions. As data becomes available, we will review and, if appropriate, update our baseline to improve completeness and alignment with reporting best practices.

Baseline year emissions:

EMISSIONS	TOTAL (tCO_2e)
Scope 1	**3,843** Gas= 1,604 Fleet = 2,239
Scope 2	**2,193** Purchased electricity in buildings = 2,193
Scope 3	**1,262 (Scope 3 total)** 6. business travel (mileage expenses) = 1262
Total emissions	**7,298**

Current Emissions Reporting

Reporting Year: 2025

Additional details relating to the 2025 emissions calculations.

Our utility data issues from 2024 have now been resolved, and we have complete datasets for gas (Scope 1) and electricity (Scope 2) consumption for 2025.

In line with NHS Evergreen Assessment requirements, we continue to measure a limited number of Scope 3 categories (Categories 4, 5, 6, 7, and 9). For 2025, we have received data for all these categories, including upstream transportation and distribution (Category 4), waste generated in operations (Category 5), business travel (Category 6), employee commuting (Category 7), and downstream transportation and distribution (Category 9). We are working to further improve the completeness and accuracy of this data, particularly for categories such as upstream transportation, to ensure future reports reflect the most comprehensive estimates possible.

EMISSIONS	TOTAL (tCO_2e)
Scope 1	**2,172.4** Gas = 1021.5 Fleet = 1116.2 Analgesic = 34.7
Scope 2	**594.3** Electricity purchased in buildings = 594.3
Scope 3	**2401** 4. Upstream Transportation and Distribution= 2.8 5. Waste Generated in Operations = 744.7 General waste = 515.0 Dry mixed recycling = 178.8 Cardboard = 18.8 Food waste = 31.6 Clinical waste = 0.4 Confidential waste = 0.1 Uniform/textile waste = 0.0 6. Business travel = 751.9 Mileage = 563.9 Rail = 81.1 Air = 22.0 Hotel = 84.8 Ferries = 0.4 7. Employee Commuting = 856.1 9. Downstream transportation & distribution = 45.4
Total emissions	**5167.7**

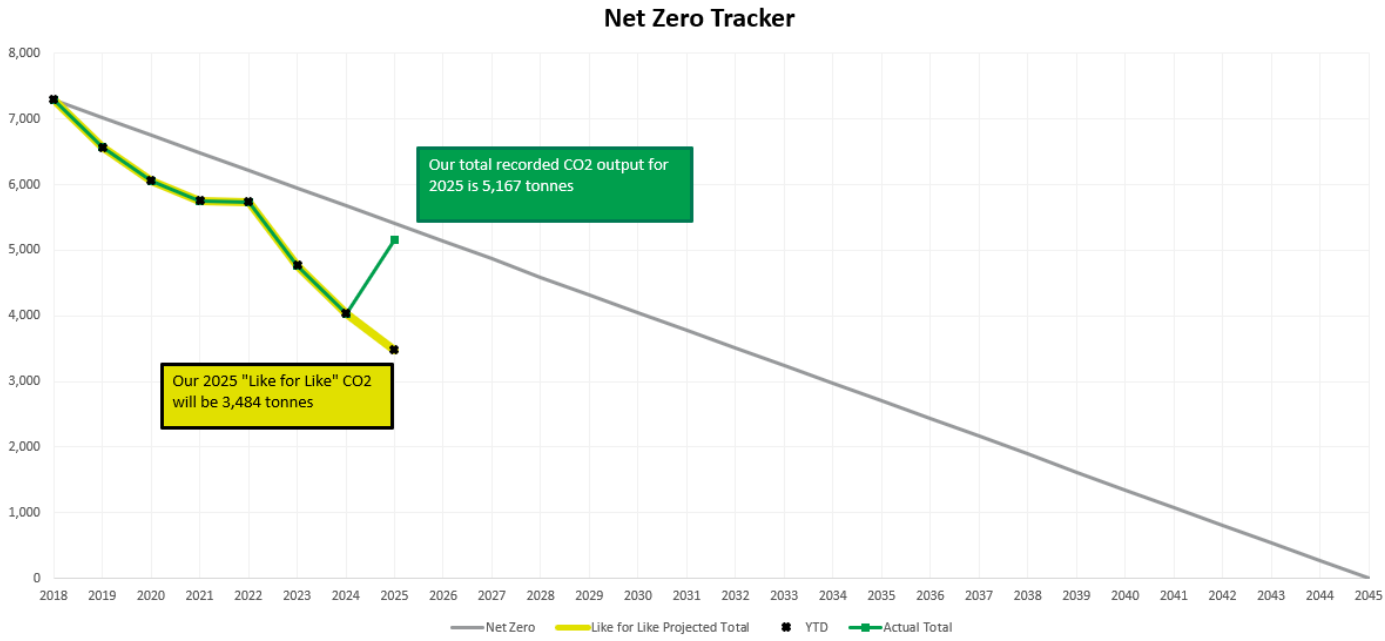
Emissions reduction targets

To continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets in publishing this Carbon Reduction Plan:

- Net Zero by 2040 for emissions we directly control (Scope 1), with an ambition to reach an 80% reduction by 2032
- Net Zero by 2045 for indirect emissions (Scope 2 & 3) we can externally influence with an ambition to reach an 80% reduction by 2039

In line with the current carbon emission reduction trend, we project that carbon emissions will decrease over the next five years to 3708 tCO_2e by 2030. This represents a 49.2% reduction from our baseline year (7,298 tCO_2e).

Progress against these targets can be seen in the graph below:



Net Zero Tracker showing actual emissions (green), Like for Like emissions (yellow) and projected emissions (dotted) reductions from 2018 towards our 2045 Net Zero target.

Since 2019, our emissions have steadily declined, with a notable drop between 2022 and 2025, reflecting the impact of estate rationalisation, improvements to our fleet and facilities, and operational efficiencies.

As we continue to improve the quality and coverage of our emissions reporting - particularly in relation to Scope 3 activities - our reported totals may temporarily increase. This is due to more comprehensive data collection rather than a rise in actual emissions. In 2025, our recorded CO_2 output was 5,167 tonnes, higher

than 2024 due to expanded reporting. The yellow line represents our “like-for-like” projection, while the green line shows actual emissions based on the improved dataset.

In 2025, we reported on 5 of the 15 Scope 3 categories, an increase from 2 categories in the previous year. We aim to expand this to 10 of 15 categories in 2026, continuing to build a more accurate and complete dataset. By 2027, we intend to report on all 15 categories. This is why reported totals may increase in the short term before they decline. Improved accuracy provides a clearer understanding of our emissions profile and helps guide the strategic direction required to achieve meaningful reductions.

Encouragingly, our current emissions remain below the original reduction pathway, positioning us well to meet future targets. However, as Scope 3 reporting expands further next year, we must remain focused on delivering tangible reductions through continued property consolidation, energy efficiency upgrades, and strategic fleet, equipment, and supply chain management to maintain momentum.

Carbon Reduction Projects

St John Ambulance aspires to continuously improve our sustainability through an ongoing programme to reduce or remove environmentally damaging activities and encourage activities that, where possible, improve or conserve the environment.

We will protect human health and the environment within our operations, buildings, management of our people, and relationships with external organisations and associates.

Our commitment is formally articulated in our Environmental and Sustainability Policy, which is currently under review. An updated version will be published on the St John’s website shortly.

Completed Carbon Reduction Initiatives

Since the 2018 baseline, the following environmental management measures and projects have been completed or implemented. Collectively, these initiatives have delivered a carbon emission reduction of 5,167.7 tCO_2e, representing a 29% reduction compared to the 2018 baseline of 7,298 tCO_2e. These measures will be in effect when delivering contracts.

Scope 1

Scope 1 refers to direct greenhouse gas emissions from sources that are owned or controlled by the organisation, such as combustion of fuels in boilers, vehicles, or on-site generators, as well as fugitive emissions from refrigerants or medical gases.[1]

[1] Source: Greenhouse Gas Protocol. (2004). A Corporate Accounting and Reporting Standard (Revised Edition). World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD). https://ghgprotocol.org/corporate-standard

Scope 1: Gas

In 2025, St John Ambulance reported 1,021.5 tCO_2e from gas consumption, representing a 24% reduction from 2024 (1,341 tCO_2e) and a 36% reduction since the 2018 baseline (1,600 tCO_2e). This reduction reflects the ongoing consolidation of our property portfolio, investments in energy-efficient buildings, and more accurate energy reporting following a transition to a reliable energy supplier.

The charity continues to review its estate to ensure buildings are fit for purpose, energy-efficient, and cost-effective. The disposal of outdated or inefficient properties, alongside investment in our retained estate and the provision of new buildings, has contributed to lower gas consumption. Energy-efficient measures, including upgraded boilers, heating controls, and insulation, are being implemented across the estate.

Where gas-powered equipment is installed or replaced, the organisation prioritises the most efficient systems within budget, balancing operational needs, cost, and carbon reduction objectives. All installations comply with relevant industry standards to ensure safety, quality, and sustainability.

Scope 1: Fleet

In 2025, fleet-related emissions totalled 1,115.9 tCO_2e, representing a 5% reduction from 2024 (1,180 tCO_2e) and a 47.3% reduction since our 2018 baseline. This continued reduction reflects the sustained implementation of our Fleet Strategy, which prioritises procurement of lower-emission vehicles, transition to electric alternatives, and compliance with Euro 6 standards.

Methodology Update and Data Transparency

During preparation of this year's Carbon Reduction Plan, we identified that the 2024 EV fleet total had inadvertently included a small number of grey fleet vehicles (personally owned vehicles used for business travel). Grey fleet vehicles fall outside our owned and operationally controlled fleet boundary and should not have been included in the fleet composition breakdown.
The 2024 figures have therefore been restated on a like-for-like basis to ensure consistency and alignment with Procurement Policy Note 06/21 reporting requirements. This correction does not materially affect the reported Scope 1 emissions total for 2024 but does affect the percentage breakdown of vehicle types. This enhanced review process strengthens our data governance and improves the robustness of future reporting.

Fleet Composition

In 2025, the total fleet reduced from 367 vehicles in 2024 to 350 vehicles. The proportion of Euro 6 vehicles increased from 72.8% to 74.0% of the fleet, while Euro 5 vehicles reduced from 9.0% to 6.9%. The number of EVs remained constant at 25 vehicles, increasing slightly as a proportion of the fleet from 6.8% to 7.1%. Euro 3 and Euro 4 vehicles remain a small proportion of the overall fleet.
These changes demonstrate continued transition toward cleaner technologies, with a clear shift away from older Euro 5 vehicles and increased concentration in Euro 6 and electric vehicles.

We continue to transition operational mileage toward lower-emission vehicles. Improvements to fleet reporting processes introduced in 2025 will enable more robust mileage-based performance metrics to be reported in future Carbon Reduction Plans.

	2024		2025	
Euro Rating (cleansed)	**Count**	**Percentage**	**Count**	**% of Fleet**
Euro 3	8	2.2%	8	2.3%
Euro 4	34	9.3%	34	9.7%
Euro 5	33	9.0%	24	6.9%
Euro 6	267	72.8%	259	74.0%
EV	25	6.8%	25	7.1%
Grand Total	**367**		350	100%

Since 2022, we have expanded EV charging infrastructure across our estate, increasing the number of operational sites equipped with charging points. All properties are being assessed to determine electrical capacity and readiness for further EV charging installation, supporting continued fleet electrification. Collaboration with NHS Fleet Managers continues to ensure alignment with innovation in EV technology and sustainable fleet management.

Scope 1: Fugitive Emissions: Analgesic Gases

Entonox

In 2025, emissions from Entonox use were 33.4 tCO_2e, representing a 28% reduction from 2024 (46.4 tCO_2e) and a 42% reduction since 2020 (57.6 tCO_2e), when we began tracking these emissions. These reductions reflect St John Ambulance's ongoing efforts to minimise the use of high-global warming potential nitrous oxide-based analgesic gases. Entonox continues to be used only for specific patient groups, such as under-18s and pregnant patients, and its consumption is being steadily reduced wherever clinically appropriate. Focusing on Entonox remains a priority, as it represents the largest source of fugitive emissions from analgesic gases.

Penthrox

In 2025, St John Ambulance recorded fugitive emissions from Penthrox for the first time, establishing a baseline of 1,310.4 kg CO_2e (1.31 tCO_2e). A total of 1,560 units were supplied across multiple purchase orders, including both planned and ad hoc orders required to meet operational demand. Penthrox has a significantly lower global warming potential than Entonox, making it a more environmentally sustainable option for pain relief where clinically appropriate. Operational improvements, such as reducing quantities held in General Sales List (GSL) packs and increasing recovery and reuse, are expected to reduce future requirements and associated emissions.

Recording Penthrox emissions in 2025 provides a baseline for future Scope 1 reporting. Together with the ongoing reduction of Entonox use, these measures demonstrate St John Ambulance's commitment to reducing the environmental impact of analgesic gases while maintaining safe and clinically appropriate care.

Scope 2

Scope 2 refers to Indirect emissions from purchased energy that result from the generation of electricity, steam, heat, or cooling that is purchased and consumed by the organisation, occurring at the facility where the energy is produced rather than on the organisation's premises.[2]

Scope 2: Purchased Electricity

In 2025, St John Ambulance reported 594 tCO_2e from purchased electricity, representing a 28% reduction from 2024 (829 tCO_2e) and a 73% reduction from the 2018 baseline (2,193 tCO_2e).

During the year, we have moved from a biomass REGO-backed electricity package to a fully natural REGO scheme which contains solar, wind and hydro. This shift strengthens the sustainability of our energy supply and has materially reduced the carbon intensity of the electricity we use.

As part of our wider estate review, outdated and inefficient buildings are being disposed of, while modern, energy-efficient sites - such as the ambulance hubs at Castle Donington and Warrington - have been added, contributing to a lower overall carbon footprint. Across the estate, energy-efficiency measures have continued, including the installation of LED lighting, the rollout of automatic meter readers across the majority of electricity meters, reduction in printers and Multi-Functional Devices (MFDs) to promote paperless workflows, and a transition to cloud-based systems powered by providers committed to renewable energy, including Microsoft Azure and Microsoft 365.

Together, these initiatives have reduced both the carbon intensity of our electricity supply and overall emissions. We anticipate further reductions in Scope 2 emissions in 2026 through continued estate improvements, operational efficiencies, and enhanced data reporting.

Scope 3

Scope 3 refers to other indirect emissions that occur in the organisation's value chain but are not

[2] *Source: Greenhouse Gas Protocol. (2004). A Corporate Accounting and Reporting Standard (Revised Edition). World Resources Institute (WRI) and World Business Council for Sustainable Development. https://ghgprotocol.org/corporate-standard*

included in Scope 1 or 2. [3] For the purposes of this Carbon Reduction Plan, St John Ambulance reports on the Scope 3 categories required by NHS guidance, including upstream transportation and distribution, waste generated in operations, business travel, and employee commuting, and downstream transportation and distribution. These emissions are measured using data from suppliers, partners, and internal operational records where direct measurement is not possible, providing a robust estimate of our value chain carbon footprint.

Scope 3: Category 4 – Upstream Transportation & Distribution

In 2025, total upstream transportation and distribution emissions were calculated at 2,831 kg CO_2e (≈2.8 tCO_2e). This represents our first comprehensive baseline for this Scope 3 category, against which future reductions will be measured.

All suppliers were asked to provide emissions for the 2025 reporting year (Jan–Dec 2025), and most reported on this basis. Some data was provided outside of this period: for example, one supplier reports according to their financial year (01 April 2024 – 31 March 2025), and their full-year dataset has been included as it represents the most complete and accurate data available. Similarly, emissions from certain deliveries of medical supplies, based on 2024 activity, have been included as a provisional estimate. These differences in reporting periods have no material impact on comparability and ensure the baseline reflects the most comprehensive data currently available.

The total 2025 emissions cover freight and courier deliveries from suppliers and provide insight into the carbon footprint of upstream transport associated with goods entering St John Ambulance. We continue to engage with suppliers to validate data, improve completeness, and encourage low-carbon logistics practices. Environmental, Social, Governance, and Net Zero considerations remain embedded in supplier engagement, including tender evaluation, contract reviews, and performance management discussions. These efforts support a more accurate understanding of upstream emissions and will inform strategies to reduce the overall carbon footprint of our supply chain.

Scope 3: Category 5 - Waste Generated from Operations

In 2025, St John Ambulance captured comprehensive carbon data for all key waste streams, establishing a baseline of approximately 745 tCO_2e for Scope 3 emissions from operational waste. This total includes emissions from general waste (515 tCO_2e), dry mixed recycling (179 tCO_2e), cardboard (19 tCO_2e), food waste (32 tCO_2e), clinical waste (0.44 tCO_2e), confidential waste (0.084 tCO_2e), hygiene waste, and uniform disposal (10 tCO_2e). This represents our first formal waste baseline, against which future reductions will be measured.

Waste emissions are calculated using recognised DEFRA/BEIS emission factors and reflect the treatment methods applied, including incineration for general waste, open-loop recycling for

[3] *Source: Greenhouse Gas Protocol. (2004). A Corporate Accounting and Reporting Standard (Revised Edition). World Resources Institute (WRI) and World Business Council for Sustainable Development. https://ghgprotocol.org/corporate-standard*

cardboard and mixed recycling, composting for food waste, closed-loop textile recycling for uniforms, and shredding services for confidential materials. Some streams, including hygiene and electronic waste, are still being consolidated and will be included in future reporting once verified data is available.

Waste Stream	Emissions (tCO_2e)	% of Total Waste
General Waste	515	69%
Dry Mixed Recycling	179	24%
Cardboard	19	3%
Food Waste	32	4%
Clinical Waste	0.44	<1%
Confidential Waste	0.084	<1%
Uniform Disposal	10	1%
Total	745	100%

The 2025 data highlights that general waste is the dominant contributor, with recycling and composting streams already mitigating a significant proportion of emissions. Food waste, while smaller, represents an important opportunity for diversion from landfill, and monitoring of minor streams such as confidential, clinical, and uniform waste demonstrates a commitment to comprehensive Scope 3 reporting. Improving coverage for hygiene and electronic waste will further strengthen accuracy and enable targeted reductions.

We recognise that data completeness and waste segregation practices can be further strengthened. During 2025, we began rolling out an Environmental Management System (EMS), alongside targeted staff training to improve waste segregation, reporting accuracy, and operational controls. This work is preparing the organisation for an ISO 14001 audit and will support more robust data capture - including hygiene and electronic waste - in future reporting periods.

These measures, together with the actions outlined in the Future Initiatives section, will enable more targeted waste reduction strategies and measurable Scope 3 emission reductions from 2026 onwards.

Scope 3: Category 6 – Business Travel

Business travel remains a key focus area in our carbon reduction strategy. St John Ambulance centrally tracks business travel emissions through mileage expense claims and appointed travel

providers, providing improved visibility and control of travel-related emissions across the organisation.

For the 2025 reporting year, total business travel emissions were 752 tCO_2e, representing a 7% increase compared to 2024 (702 tCO_2e). This increase is primarily attributable to higher expensed mileage, hotel stays, and rail travel. However, compared to the 2018/19 baseline, total business travel emissions have fallen by 46%, reflecting long-term reductions achieved through changes in travel behaviour and the expansion of localised service delivery.

Travel Subcategory	Emissions 2024 (tCO_2e)	Emissions 2025 (tCO_2e)	% of Total (2025)	Change vs 2024
Expensed Mileage	551	564	75%	+2%
Hotels	69	85	11%	+22%
Rail Travel	69	81	11%	+17%
Air Travel	11	22	3%	+92%
Ferries (estimated)	Unknown	<1	<1%	–
Total	**702**	**752**	**100%**	**+7%**

Analysis of 2025 emissions confirms that expensed mileage remains the largest contributor, accounting for 564 tCO_2e (75%) of total business travel emissions. Hotels contributed 85 tCO_2e (11%), rail travel 81 tCO_2e (11%), and air travel 22 tCO_2e (3%), while ferries - estimated for the first time - contributed less than 1 tCO_2e.

The year-on-year increase is driven primarily by higher mileage and hotel activity, with rail travel also increasing moderately. Although air travel emissions nearly doubled in percentage terms, they remain a relatively small proportion of total business travel emissions. The inclusion of ferry travel reflects improved reporting completeness rather than a material emissions change.

The organisation continues to refine data capture and emission calculation methods, including the use of recognised UK Government greenhouse gas conversion factors, to enhance reporting accuracy and completeness. In parallel, initiatives such as the Salary Sacrifice Scheme - enabling staff to lease fully electric vehicles (EVs) - support both personal carbon reductions and the wider organisational transition to low-carbon transport. Uptake of this scheme has increased steadily, helping to reduce Scope 3 emissions associated with business travel as staff replace conventional petrol and diesel vehicles with zero-emission alternatives.

Scope 3: Category 7 – Employee commuting

In 2025, St John Ambulance undertook its first organisation-wide employee commuting survey to quantify emissions associated with staff travel between home and place of work.
Based on survey responses, normalised to a total workforce of 1,300 employees, total employee commuting emissions for 2025 are: 856 tCO_2e. This figure establishes the baseline for this Scope 3 emissions category.

Emissions Profile

The analysis of commuting patterns indicates that car travel is the principal source of emissions within this category.

Mode of Travel	% of Commuting Instances	Emissions (tCO_2e)	% of Total Emissions
Car	58%	780	91%
Rail	21%	35	4%
Bus	8%	25	3%
Motorbike	1%	13	2%
Taxi	2%	3	<1%
Active Travel (Walking & Cycling)	7%	0	0%
Remote Working	4%	0	0%
Total	100%	856	100%

Although car journeys account for 58% of commuting instances, they generate approximately 91% of total commuting emissions. This identifies single-occupancy car use as the most significant decarbonisation opportunity within this category.

As this is the first year of reporting for employee commuting emissions, no historical comparator is available. Future performance will be measured against the 2025 baseline.

Current Measures

We are committed to promoting sustainable commuting options for our employees and volunteers. Our Expenses Policy encourages the use of rail and other public transport wherever practical. We also actively promote reducing unnecessary travel by favouring virtual meetings and activities, ensuring that only essential face-to-face interactions - such as training delivery and operational requirements -

require travel.

To further support lower-carbon commuting:

- Staff are offered the opportunity to lease a fully electric vehicle through a salary sacrifice scheme delivered in partnership with NHS Fleet Solutions.
- A cycle-to-work scheme is available to encourage active travel and reduce reliance on private vehicles.

These measures contribute to reducing commuting-related emissions where operationally feasible.

Scope 3: Category 9 - Downstream transportation & distribution

In 2025, downstream transportation and distribution emissions were calculated at 45.4 tCO_2e, up from 33 tCO_2e in 2024. The increase reflects improvements in data coverage and reporting, rather than a rise in delivery activity. Our primary parcel delivery partner, accounted for 31 tCO_2e in 2025, slightly lower than the 32.6 tCO_2e reported in 2024, despite a similar number of parcels delivered (67,623 in 2025; 66,669 in 2024). This indicates that emissions per parcel have remained broadly stable.

A key reason for the slight reduction in emissions per parcel is the increase in electric vehicle (EV) deliveries. In 2024, 19,319 parcels (29%) were delivered by EV, rising to 22,097 parcels (33%) in 2025. This represents a 4-percentage point increase in EV use and a 14% increase in the number of parcels delivered by EV, reducing reliance on diesel vehicles and lowering carbon intensity per parcel.

	Number of Parcels	Emissions (kg CO2e)
2024	66669	32566
2025	67623	31113

Primary Delivery Partner Total Parcels and Emissions (2024–2025)

	Electric Vehicle Deliveries	Percentage of EV Deliveries
2024	19319	29%
2025	22097	33%

Primary Delivery Partner Electric Vehicle Deliveries (2024–2025)

The additional 14 tCO_2e in 2025 comes from newly included data streams, including deliveries from our uniform supplier (split between diesel and electric vehicles) and shipments from other parcel delivery partners. Diesel-based deliveries from our uniform supplier accounted for 11 tCO_2e, while electric vehicle movements contributed 3 tCO_2e. These additions mean that 2025 represents a more

comprehensive estimate of downstream transportation and distribution emissions than in previous years.

The National Distribution Centre (NDC) remains the largest source of downstream transport activity, supporting the delivery of medical equipment, consumables, and training materials to internal and external customers. By working with delivery partners who provide monthly emissions data and low-carbon logistics solutions, including route optimisation, vehicle consolidation, and electric vehicle use, we are able to monitor emissions accurately and reduce the environmental impact of deliveries.

Going forward, we will continue to improve data completeness and accuracy, including integrating additional delivery partners and low-carbon solutions where possible. We will also support customers in reducing packaging, consolidating deliveries, and lowering the carbon footprint of shipments. Downstream transportation and distribution emissions will continue to be monitored and reported annually within this Carbon Reduction Plan, tracking progress against the 2025 baseline and informing future reduction initiatives.

Behavioural & Training Measures (Cross-Scope)

St John Ambulance has implemented a cross-organisational behavioural and training programme to support energy efficiency, sustainability, and environmental responsibility. This includes mandatory Sustainability Awareness eLearning for all staff and volunteers, designed to build understanding of environmental impacts and support delivery of our Net Zero ambitions.

Awareness training on ISO 14001 and the Environment Management System has also been introduced, providing an overview of the standard and its relevance to our organisation, strengthening understanding of the environmental management framework and individual responsibilities. Optional modules in Energy Efficiency, Environmental Awareness, Sustainability, and Sustainable Development are available to further embed knowledge and encourage energy-conscious behaviours.

The programme has been soft-launched, with an initial cohort of staff and volunteers completing the eLearning and awareness training. As participation expands, these programmes will complement technical carbon reduction measures by fostering informed behavioural change and supporting continuous environmental improvement across gas (Scope 1), electricity (Scope 2), and broader Scope 3 emissions, including travel and supply chain-related impacts.

Upcoming and in-progress Carbon Reduction Initiatives

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

Scope 1 Future Initiatives

Scope 1: Gas Future Initiatives

Looking ahead, St John Ambulance will continue to reduce emissions associated with gas consumption by focusing on improving heating efficiency across its estate. Planned initiatives include the continued optimisation of heating time controls, upgrades to heating control systems, and the installation of improved pipework insulation to minimise heat loss. These measures will ensure that heating systems operate only when required and at optimal performance levels.
We will expand the use of Automatic Metering and Targeting (AMT) to enhance monitoring of gas consumption, enabling better identification of anomalies, improved reporting accuracy, and data-led interventions at site level.

To support these technical measures, St John Ambulance will strengthen its energy efficiency training and awareness programme with a specific focus on heating management. Training will promote appropriate thermostat settings, effective use of heating controls, prompt reporting of faults, and responsible temperature management across operational sites. By improving user understanding of heating systems, we aim to maximise efficiency gains and reduce avoidable gas consumption.

As part of our longer-term strategy, we will continue to assess opportunities for consolidating the property portfolio and upgrading inefficient buildings. Where feasible, we will explore the transition to low-carbon heating technologies in future refurbishments or new developments, ensuring alignment with our Net Zero objectives while maintaining operational resilience.
Gas emissions will continue to be monitored and reported annually within this Carbon Reduction Plan, providing transparency and a structured framework for continuous improvement.

Scope 1: Fleet Future Initiatives

In 2026 and beyond, we will continue to enhance the sustainability and efficiency of our fleet by prioritising the transition to electric and hybrid vehicles, while exploring the use of HVO100 renewable diesel in Euro 6D vehicles, which could reduce CO_2 emissions by up to 90% where operationally feasible. Remaining Euro 3, 4, and 5 vehicles will be phased out and replaced with Euro 6 compliant or fully electric alternatives, ensuring all new acquisitions align with our Fleet Strategy and Net Zero objectives.

We will expand EV charging infrastructure across our estate, assessing properties for additional capacity to meet operational demand and increased EV uptake. Opportunities to introduce smart charging solutions, optimise schedules, and maximise the use of renewable electricity will be explored to further reduce emissions. Collaboration with suppliers and sector partners will continue to enhance sustainable charging and low-carbon fleet solutions.

Fleet efficiency will be improved through enhanced data monitoring, route optimisation, vehicle utilisation planning, and preventative maintenance, enabling more effective deployment of low-emission vehicles. Alternative fuels and low-carbon solutions will be assessed to ensure verified carbon reductions while maintaining operational suitability. Fleet emissions will continue to be monitored and reported annually within this Carbon Reduction Plan, providing transparent tracking of progress toward our long-term decarbonisation pathway.

Scope 1: Fugitive Emissions - Analgesic Gases Future Initiatives

Looking ahead, St John Ambulance will continue to prioritise the reduction of Entonox usage, focusing on replacing it with lower-emission alternatives such as Penthrox wherever clinically appropriate. Entonox will still be used for specific patient groups, including under-18s and pregnant patients, but we aim to further reduce overall consumption through clinical guidance, staff training, and operational planning.

For Penthrox, now recorded as a baseline in 2025, we will optimise stock management by reducing quantities held in General Sales List (GSL) packs and maximising opportunities for recovery and reuse. This will help minimise potential emissions and support more sustainable operational practices.

These initiatives will be complemented by ongoing monitoring of analgesic gas use and emissions, ensuring data accuracy and transparency. By systematically reducing Entonox and increasing the use of lower-impact alternatives, St John Ambulance aims to continue lowering Scope 1 emissions from medical gases, contributing to the organisation's broader Net Zero objectives.

Scope 2 Future Initiatives

Scope 2: Electricity Future Initiatives

St John Ambulance will continue to reduce Scope 2 emissions through targeted electricity efficiency measures across its estate. A key priority is the ongoing rollout of LED lighting upgrades and occupancy sensor controls to ensure lighting is used efficiently and only when required. Time controls for lighting and other electrical systems will continue to be optimised to reduce unnecessary usage outside operational hours.

We will further strengthen the deployment of Automatic Metering and Targeting (AMT) systems to provide real-time consumption insights, enabling proactive energy management and site-level accountability.

Alongside these measures, we will enhance our energy efficiency training and behavioural change programme to support reductions in electricity use. Training will reinforce best practice in lighting shutdown procedures, effective use of occupancy sensors, responsible use of electrical equipment, and end-of-day power-down routines. By embedding energy-conscious behaviours across staff and

volunteers, we aim to ensure that installed efficiency technologies deliver sustained and measurable reductions in electricity consumption.

We will maintain our commitment to procuring 100% renewable electricity and will continue to review estate performance annually against our 2025 baseline. Progress will be reported transparently within this Carbon Reduction Plan, ensuring that electricity reduction initiatives remain measurable, evidence-based, and aligned with our broader Net Zero trajectory.

Scope 2: EV Charging Future Initiatives

During 2025, we undertook a review of data capture processes relating to electricity consumption from organisation-owned electric vehicles (EVs) charged via commercial charging networks using corporate charging cards. While charging activity is taking place, historic reporting formats limited our ability to consolidate and analyse full-year data on a consistent and auditable basis.

To address this, we are implementing improved data management procedures to ensure EV charging reports are exported, stored and reconciled on a regular basis. From 2026 onwards, this will enable more comprehensive reporting of fleet EV charging electricity within Scope 2 emissions and allow for clearer year-on-year comparison.

This enhancement will improve the completeness and accuracy of our emissions accounting, strengthen oversight of fleet electrification, and support more informed decision-making regarding energy procurement and carbon reduction planning.

Scope 3 Future Initiatives

Scope 3: Category 4 - Upstream Transportation & Distribution Future Initiatives

Looking ahead, we will continue to engage with suppliers to obtain validated emissions data for all deliveries, reducing reliance on estimates and improving the completeness of our reporting. We will work with our supply chain partners to promote low-carbon logistics practices, including route optimisation, consolidation of shipments, and the use of low- or zero-emission vehicles where feasible. Environmental, Social, Governance, and Net Zero considerations will remain embedded in supplier engagement, tendering, and contract management processes.

Our focus in the coming years is to expand data capture across all suppliers, set measurable emissions reduction targets, and work closely with suppliers to action emissions reduction measures and track progress. During strategic account reviews, suppliers will be asked to confirm how they are reducing emissions and working toward Government and NHS Net Zero standards. We are also exploring a partnership for external auditing of our sustainability practices to improve the accuracy, transparency, and accountability of our data, ensuring that reductions in emissions and progress toward Net Zero are independently assessed and verified.

Upstream transportation and distribution emissions will be reviewed and reported annually within this Carbon Reduction Plan, tracking progress against the 2025 baseline and informing future reduction strategies.

Scope 3: Category 5 - Waste Generation in Business Operations Future Initiatives

Looking ahead, St John Ambulance will continue to strengthen waste management practices across all sites, aligning with upcoming legislative requirements and recognised best practice in recycling, anaerobic digestion, and composting.

Our 2025 baseline assessment has identified clear opportunities to improve how waste is segregated and disposed of across the organisation. In response, we are actively implementing enhanced staff training, clearer operational guidance, and improved monitoring processes to strengthen the environmental management of waste. This includes reinforcing correct segregation at source, reducing contamination within recycling streams, and promoting greater awareness of the carbon impact associated with waste generation and disposal.

A key priority will be the effective rollout and consistent use of food waste bins to maximise capture and diversion away from waste-to-energy and residual treatment routes. We will also expand segregation and collection of recyclable materials, including cardboard and dry mixed recycling, to increase recycling rates and reduce reliance on general waste disposal.

Reducing general waste remains a central focus. Initiatives include minimising single-use items where operationally appropriate, reviewing procurement practices to reduce unnecessary packaging, and optimising operational processes to prevent waste at source. We will also assess collection frequencies to improve operational efficiency, reduce unnecessary vehicle movements, and ensure services are aligned with actual waste volumes.

In partnership with our waste management providers, we will work to improve data completeness and accuracy, including formalising the capture of electronic waste and hygiene waste data, whilst strengthening monitoring of clinical streams. Enhanced data quality will provide a more detailed understanding of the carbon impact of operational waste and enable more targeted carbon reduction initiatives.

Waste emissions will be reviewed and reported annually within this Carbon Reduction Plan, tracking progress against the 2025 baseline of 745 tCO_2e. This ongoing review will inform continuous improvement actions to enhance circularity, reduce overall waste generation, and support delivery of our wider sustainability and Net Zero objectives.

Scope 3: Category 6 – Business Travel Future Initiatives

While most business travel emissions are captured through centralised systems, further improvements are planned to enhance accuracy and completeness. In 2025, ferry travel emissions were estimated for the first time, and going forward, we will continue to improve the capture of taxi data and strengthen the accuracy of ferry emissions reporting.

Reducing high-impact travel remains a priority. We will review the mileage policy to encourage alternatives to business travel, such as virtual meetings, remote collaboration, car-sharing, and greater use of public transport. Promotion of electric vehicles will remain a key focus, supported through our Salary Sacrifice Scheme in partnership with NHS Fleet Solutions, enabling staff to lease fully electric vehicles and reduce personal and organisational carbon emissions. We are also exploring the development of a green travel plan to support lower-carbon commuting, including public transport and active travel where practical.

The continued expansion of localised service delivery reduces the need for long-distance travel by trainers and responders, supporting both carbon reduction and community resilience objectives. Clear communication with staff and volunteers will help raise awareness of travel-related emissions and promote lower-carbon travel choices. Business travel emissions will continue to be monitored and reported annually within this Carbon Reduction Plan to track progress against the 2025 baseline and inform future reduction targets.

Scope 3: Category 7 - Employee Commuting Future Initiatives

Now that we have established a 2025 baseline for employee commuting emissions, we will continue to strengthen our approach to measuring and reducing emissions in this area.
We will repeat the employee commuting survey on an annual basis to improve our understanding of travel patterns across the organisation. This will include gathering consistent information on travel modes, commuting distances, frequency of journeys, and remote or hybrid working arrangements. Using recognised greenhouse gas reporting standards and UK Government emission factors, we will calculate and monitor emissions year on year to improve the accuracy and completeness of our Scope 3 reporting.

The insights gathered will help inform future workplace and travel policies and support practical carbon reduction measures. As part of this continued commitment, we will:

- Encourage active travel, such as walking and cycling, through internal communications and supporting initiatives
- Promote public and shared transport options where practical
- Support car-sharing and other lower-carbon commuting choices
- Prioritise locations with accessible transport links when considering new hubs or spot hires.
- Continue with flexible and remote working arrangements where operationally appropriate
- Explore further opportunities to enable greener commuting, such as promoting ultra-low emission vehicles where feasible
- Incorporate facilities in new builds or building upgrades that support low-carbon commuting, including electric vehicle chargers, secure bike storage, and showers

Commuting emissions will be reviewed annually and reported within this Carbon Reduction Plan to track progress against our 2025 baseline and guide future action

Scope 3: Category 9 - Downstream Transportation & Distribution future initiatives

Looking ahead, we aim to further improve the accuracy and completeness of our downstream transportation and distribution emissions reporting. This includes closing remaining data gaps, integrating additional delivery partners, and capturing emissions from all relevant transport modes. We will continue to prioritise low-carbon logistics solutions, such as optimising delivery routes, increasing the use of electric vehicles, and consolidating shipments to reduce overall emissions.

We also plan to engage with our customers and partners to encourage more sustainable delivery practices, including reducing packaging, combining deliveries where possible, and promoting environmentally responsible shipping choices. By embedding carbon reporting requirements within contracts and strengthening transparency across our supply chain, we aim to support emissions tracking and reduction initiatives across all downstream distribution activities. These measures will ensure that downstream transportation and distribution emissions continue to be monitored, reported annually, and reduced over time in line with our Net Zero and carbon reduction objectives.

Governance and Environmental Management

St John Ambulance is committed to embedding robust environmental governance to support delivery of its Net Zero and sustainability objectives. In 2025, we strengthened our approach by appointing a permanent Environmental, Social & Governance (ESG) Manager to lead and coordinate the Environment and Sustainability Programme.

Governance Responsibility

The Board of Trustees retains overall responsibility for sustainability and delegates day-to-day management to the Chief Executive and Executive Committee. Oversight is provided by the Risk and Assurance Committee, which scrutinises environmental performance, risk management, and progress against targets. The Chief Operating Officer has been nominated as the Executive lead for environmental sustainability, providing strategic oversight and accountability at Executive Committee level.

Environmental Sustainability Governance and Oversight

In 2025, we transitioned from the Environmental and Sustainability Steering Group (ESSG) to a strengthened governance model designed to embed sustainability across operational delivery. Operational delivery is now supported through four Working Groups covering Carbon Reduction & Reporting, Procurement & Travel, Waste & Recycling, and Engagement & Training. These groups,

embedded within employed roles, are responsible for implementing initiatives, improving data quality, and supporting compliance with the Carbon Reduction Plan (CRP) and ISO 14001 requirements. A volunteer-based Community of Practice complements this structure by providing subject matter expertise, knowledge sharing, and organisation-wide engagement to embed sustainable practices.

ISO 14001 Certification

We are working towards ISO 14001 certification, aiming to achieve formal recognition by Q3 2026. Our Environmental Management System (EMS) will be fully operational, providing a structured framework to manage environmental impacts, improve operational efficiency, and support measurable carbon reductions. All relevant staff complete mandatory environmental awareness training, reinforcing understanding of responsibilities under the EMS. Our environmental policy is fully aligned with ISO 14001 standards, supporting sustainable practices, regulatory compliance, and continuous improvement. Through the EMS, we will systematically identify opportunities to reduce energy use, optimise operational processes, and minimise emissions across fleet, facilities, and other activities.

NHS Evergreen Sustainable Supplier Assessment

In 2025, we strengthened reporting across all five key categories required under the NHS Evergreen Sustainable Supplier Assessment in preparation for submission in 2026. This supports alignment with NHS Net Zero requirements and sustainable procurement expectations.

eLearning for Sustainability Awareness

St John Ambulance is rolling out Sustainability Awareness eLearning for all staff and volunteers to build environmental responsibility and support delivery of our Net Zero ambitions. Mandatory awareness training on ISO 14001 - including an overview of the standard and its application to our organisation - is being implemented to strengthen understanding of the EMS and individual responsibilities. Optional modules are also available in Energy Efficiency, Environmental Awareness, Sustainability, and Sustainable Development. Looking ahead, we intend to explore carbon literacy training to further enhance organisational understanding of climate impacts, carbon reduction pathways, and the role individuals play in achieving our Net Zero objectives.
Together, these governance, training, and management initiatives will strengthen operational efficiency, embed informed behavioural change, and support continuous environmental improvement across our estate and operations.

Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with PPN 006 (formerly PPN 06/21) and the associated Technical Standard for the Completion of Carbon Reduction Plans. Emissions have been reported in line with the GHG Protocol Corporate Accounting and Reporting Standard.

Emissions have been calculated using the appropriate UK Government greenhouse gas emission conversion factors for company reporting[4]. Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions has been reported in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Protocol Corporate Value Chain (Scope 3) Standard[5]

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

Signed on behalf of St John Ambulance:

Date: 04/06/2026

[4] https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

[5] https://ghgprotocol.org/corporate-value-chain-scope-3-standard