



# Carbon Reduction Plan

Supplier name: Starcross Trading Limited t/a BEARS

Publication date: 2<sup>nd</sup> January 2026

## Commitment to achieving Net Zero

Starcross Trading Limited t/a BEARS is committed to achieving Net Zero emissions by 2050.

This Carbon Reduction Plan ("Green Plan") sets out the measured greenhouse gas (GHG) emissions of Starcross Trading Limited t/a BEARS, in accordance with the UK Government's Procurement Policy Notes 006 (formerly, PPN 06/21). Beyond fulfilling a regulatory obligation, this Green Plan represents a public reaffirmation of our commitment to decarbonisation and our readiness to play a proactive role supporting the Net Zero ambitions of the National Health Service (NHS) and the UK's broader climate goals.

With more than a decade of experience delivering services to patients and healthcare providers across the UK, Starcross Trading Limited t/a BEARS has a well-established understanding of the operational and regulatory complexities inherent in patient transport. Our activities demand not only strict compliance with statutory requirements, but also a high level of technical expertise to meet the diverse needs of patients and healthcare transport systems.

Our leadership recognises that climate action is a dynamic and evolving process that should be regularly reassessed in response to emerging data, advancing technologies, and growing stakeholder expectations. Supported by a clearer understanding of what is required by us as a company to ensure a comprehensive sustainability programme, we are well-positioned to advance and strengthen our decarbonisation frameworks over time.

In January 2025, Starcross Trading Limited t/a BEARS relocated to a state-of-the-art HQ with both patients and sustainability in mind. Starcross Trading Limited t/a BEARS had a previously published Carbon Reduction Plan but in line with our relocation, felt it necessary to revise our Carbon Reduction Plan to ensure data accuracy and a fair reflection of our commitment to strengthen further our decarbonisation strategies.

**Baseline Emissions Footprint**

|                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>Baseline Year: October 2024 – October 2025</b>                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                    |
| <b>Additional Details relating to the Baseline Emissions calculations.</b>                                                                                                                                                                                                                                                                                                                                 |                                                                                                                    |
| Starcross Trading Limited had previously published a Carbon Reduction Plan that did not clarify the separate Scope figures. In order to reconcile this issue, Starcross Trading Limited has revised its Carbon Reduction Plan and have utilised data from the years 2024-2025 to ensure thorough compliance as required under the UK Government’s Procurement Policy Notes (PPN) 006 (formerly PPN 06/21). |                                                                                                                    |
| <b>Baseline year emissions:</b>                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                    |
| <b>EMISSIONS</b>                                                                                                                                                                                                                                                                                                                                                                                           | <b>TOTAL (tCO<sub>2</sub>e)</b>                                                                                    |
| <b>Scope 1</b>                                                                                                                                                                                                                                                                                                                                                                                             | <b>89.60</b>                                                                                                       |
| <b>Scope 2<br/>(Market-based)</b>                                                                                                                                                                                                                                                                                                                                                                          | <b>10.86</b>                                                                                                       |
| <b>Scope 3<br/>(Included Sources)</b>                                                                                                                                                                                                                                                                                                                                                                      | <b>29.95</b><br><b>Emission Sources Contributing to Scope 3:</b><br>Category 1: Purchased Goods & Services – 29.95 |
| <b>Total Emissions</b>                                                                                                                                                                                                                                                                                                                                                                                     | <b>130.4</b>                                                                                                       |

Current Emissions Reporting

| Reporting Year: October 2024 – October 2025 |                                                                                                      |
|---------------------------------------------|------------------------------------------------------------------------------------------------------|
| EMISSIONS                                   | TOTAL (tCO <sub>2</sub> e)                                                                           |
| Scope 1                                     | 89.60                                                                                                |
| Scope 2<br>(Market-based)                   | 10.86                                                                                                |
| Scope 3<br>(Included Sources)               | 29.95<br>Emission Sources Contributing to Scope 3:<br>Category 1: Purchased Goods & Services – 29.95 |
| Total Emissions                             | 130.4                                                                                                |



## **Emissions reduction targets**

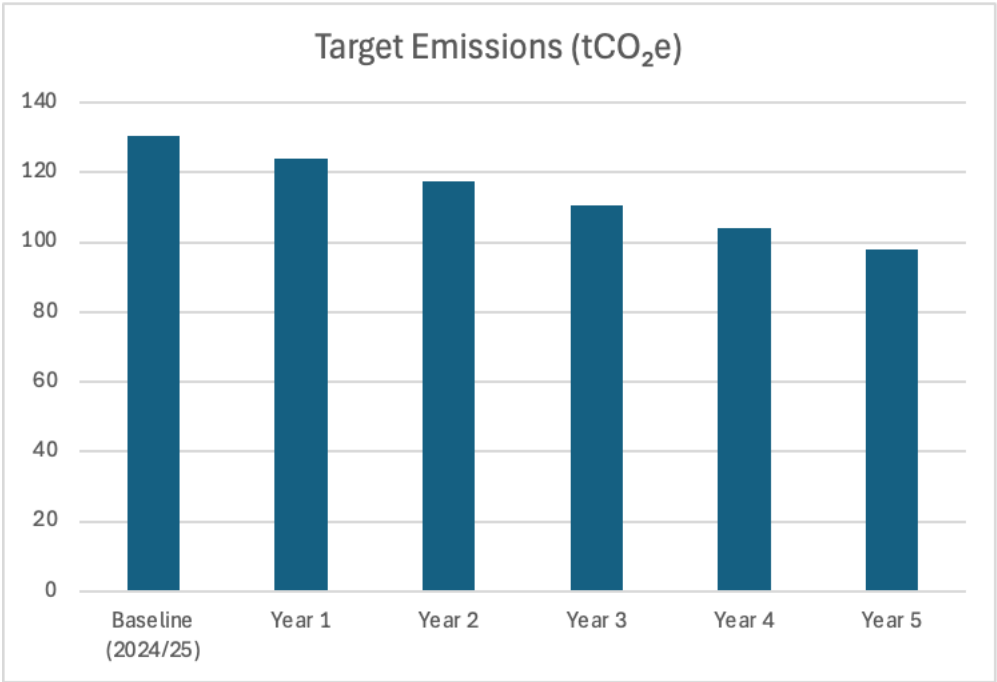
We have set a clear and measurable trajectory to reduce our carbon emissions to 97.8 tCO<sub>2</sub>e by 2030, representing a 25% reduction against our baseline and an absolute decrease of 32.6 tCO<sub>2</sub>e over five years. This pathway reflects a deliberate shift from incremental efficiency gains to a structured, forward-planned decarbonisation programme.

Rather than relying solely on year-on-year operational efficiencies, we have already embedded carbon reduction into our business planning and service delivery model. Early action taken during the current reporting period — including optimised operational processes, reduced travel demand, and enhanced fleet performance — demonstrates our commitment to acting ahead of regulatory or contractual requirements and provides a strong foundation for sustained future reductions.

Environmental performance is a strategic priority for Starcross Trading Limited t/a BEARS, forming a core pillar of our Social Value Delivery Plan and aligning with NHS Net Zero ambitions and wider UK Government sustainability objectives. Our approach is intentionally proactive, focusing on targeted initiatives that deliver measurable carbon savings while maintaining clinical safety, regulatory compliance, and service resilience.

As a healthcare partner, we recognise our heightened responsibility to patients, staff, commissioners, and the communities we serve. Our route to Net Zero is therefore designed to be planned, clinically responsible, and operationally robust, demonstrating that long-term carbon reduction and service excellence are mutually reinforcing objectives rather than competing priorities.

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



| Reporting Year     | Actual Emissions (tCO <sub>2</sub> e) | Target Emissions (tCO <sub>2</sub> e) |
|--------------------|---------------------------------------|---------------------------------------|
| Baseline (2024/25) | 130.4                                 | 130.4                                 |
| Year 1             | —                                     | 123.9                                 |
| Year 2             | —                                     | 117.3                                 |
| Year 3             | —                                     | 110.7                                 |
| Year 4             | —                                     | 104.2                                 |
| Year 5             | —                                     | 97.8                                  |

Carbon Reduction Projects

Completed Carbon Reduction Initiatives

Since our baseline year, Starcross Trading Limited t/a BEARS has implemented a series of completed and embedded carbon reduction initiatives that form part of a structured, Board-approved Carbon Reduction Plan and ISO 14001 Environmental Management System. These measures are already operational and will remain in effect for the duration of the contract.

Key completed initiatives include:

### **Strategic governance and management**

- Implementation of a Board-approved Green Plan, reviewed annually and aligned with NHS Net Zero ambitions and UK Government sustainability objectives.
- Operation of a certified ISO 14001 Environmental Management System, ensuring that environmental performance is systematically managed, monitored, reviewed and continuously improved rather than treated as a standalone initiative.

### **Operational and logistical efficiency**

- Relocation of our main operational base from Edgware to Kidbrooke to better align with patient transport routes. This proactive move reduced vehicle mileage and associated emissions by over 25%, delivering an immediate and measurable reduction in carbon impact while improving service responsiveness to the local community.
- Deployment of advanced scheduling, routing and telematics systems across the fleet to minimise unnecessary mileage, fuel consumption and idling.
- Introduction of a strict anti-idling policy, particularly on hospital and healthcare sites.

### **Fleet emissions reduction**

- Operation of a modern fleet policy, with all vehicles under five years old and compliant with Euro 6 emissions standards, ensuring lower baseline emissions and improved fuel efficiency.
- Accelerated procurement of low-emission, hybrid and electric vehicles where operationally practicable, forming the foundation of a longer-term transition to a low and zero-emission fleet.

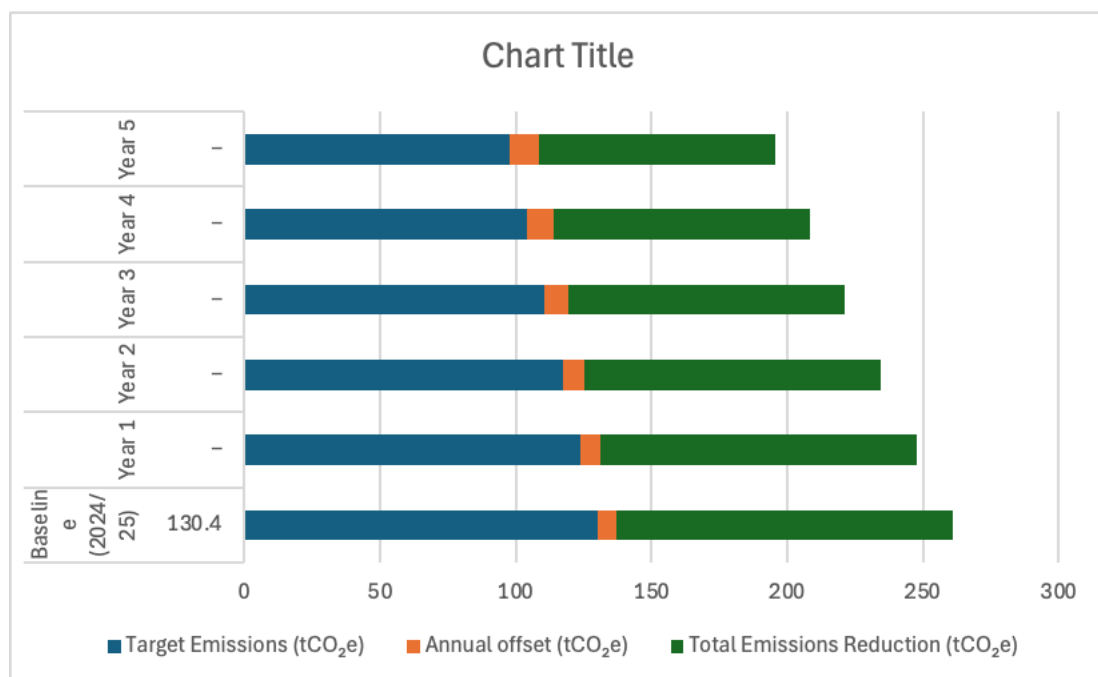
## Workforce behaviour and culture

- Introduction of eco-driving principles supported by telematics-led monitoring and coaching, improving driving behaviour and reducing avoidable fuel consumption.
- Roll-out of digital working practices, including the issue of over 120 PDAs to operational staff, significantly reducing paper use, unnecessary travel to bases and associated emissions. This supports our ongoing transition toward paperless operations.

## Carbon offsetting and nature enhancement

- Continued offsetting of residual emissions through verified tree-planting initiatives, complementing direct emissions reduction rather than replacing it. To date, Starcross Trading Limited t/a BEARS has planted over 4,000 trees, equating to approximately 6.6 tonnes of CO<sub>2</sub> sequestered, delivering both climate and biodiversity benefits.

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



| Target Emissions (tCO <sub>2</sub> e) | Annual offset (tCO <sub>2</sub> e) | Total Emissions Reduction (tCO <sub>2</sub> e) |
|---------------------------------------|------------------------------------|------------------------------------------------|
| 130.4                                 | 6.69                               | 123.71                                         |
| 123.9                                 | 7.36                               | 116.54                                         |
| 117.3                                 | 8.09                               | 109.21                                         |
| 110.7                                 | 8.90                               | 101.80                                         |
| 104.2                                 | 9.79                               | 94.41                                          |
| <b>97.8</b>                           | <b>10.77</b>                       | <b>87.03</b>                                   |

Collectively, these completed initiatives have already delivered tangible reductions in mileage, fuel use and operational emissions, and establish the foundation for achieving our planned absolute reduction of 32.6 tCO<sub>2</sub>e (25%) by 2030.



## **Future Carbon Reduction Projects**

Building on the completed measures above, Starcross Trading Limited t/a BEARS has identified a pipeline of future carbon reduction projects designed to deliver sustained, measurable emissions reductions over the contract term and beyond.

Planned initiatives include:

### **Fleet transition and infrastructure**

- Continued acceleration of low and zero-emission vehicle adoption, including the introduction of additional ULEZ-compliant, hybrid and electric ambulances, with a target for the non-HDU fleet to be 50% electric or hybrid by 2028, and further expansion by 2030.
- Ongoing investment in on-site electric vehicle charging infrastructure at operational bases to support fleet electrification without compromising service resilience.

### **Renewable energy**

- Feasibility assessment and phased installation of solar panels at selected sites, where practical, to reduce reliance on grid electricity and lower Scope 2 emissions.

### **Travel demand reduction**

- Expansion of workplace car-pooling options and continued promotion of remote collaboration tools to further reduce non-essential staff travel.
- Ongoing optimisation of routing and scheduling systems as demand patterns evolve.

### **Nature-based solutions**

- Commitment to increase tree-planting activity by 10% year-on-year, ensuring that residual emissions are offset alongside ongoing habitat creation and biodiversity enhancement.

### **Continuous improvement and reporting**

- Annual review and refinement of the Carbon Reduction Plan, with transparent reporting to commissioners on emissions data, fleet composition, mileage, offsetting and progress against targets.

Through this combination of completed, embedded measures and clearly defined future projects, Starcross Trading Limited t/a BEARS demonstrates that carbon reduction is not a reactive or compliance-led exercise, but a planned, operationally robust programme fully integrated into how the service is delivered. This ensures that environmental responsibility, clinical safety and service excellence remain mutually reinforcing throughout the contract term.

## Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard<sup>1</sup> and uses the appropriate Government emission conversion factors for greenhouse gas company reporting<sup>2</sup>.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard<sup>3</sup>.

This Carbon Reduction Plan has been reviewed and signed off by the Managing Director and Chief Financial Officer.

### Signed on behalf of the Supplier:

A handwritten signature in black ink that reads "M. A. Hashim". Below the signature is a horizontal line.

Mohamed Ali Hashim, CFO & MD

Date: 2<sup>nd</sup> January, 2026

---

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

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

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