

2023 Impact Report

A person is seen from behind, standing on a grassy hill at sunset. They are in a yoga pose, with one leg raised and arms reaching up towards the sun. The sun is low on the horizon, creating a warm, golden glow. The person is wearing a blue patterned shirt and black leggings. The background shows rolling hills and a clear sky.

# Supporting a more sustainable, inclusive and positive future for all

# Our community

We believe that good business working with intelligent clients can have a profoundly positive impact on our society, economy and global communities.

Our impact covers many areas of the ESG agenda, but as a health services provider with c. 1,000 colleagues supporting c. 2.5 million working population, we focus on the tremendous impact we have on our patients, their families and their employers.

We expect every interaction with our clients to leave them better informed, more confident and supported so they can build better, more meaningful lives.

We do the same with our staff, who should expect kindness, lifelong learning and inspiring leadership in their careers at Health Partners.

We expect to work in a fair and transparent environment, with ethical and accountable decision making. Clinical and Operational Governance is central to our management systems and is hard wired into our values.

This is made possible by stable and committed leadership at every level in the business and complemented by a Clinical Academy, supporting careers of continual learning and professional development.





We worry deeply about the environment and how we can leave the smallest carbon footprint possible. Our approach is driven by a moral imperative to prioritise the health of people, our society and the biosphere, though hard work, creative innovation and responsible decision-making.

We are building a business that plays a crucial role in our economy and cultivates a corporate culture focused on long term-sustainability.

**The power of hard work, creative innovation and responsible decision-making.**

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# Message from our CEO

At Health Partners, everything we do is in the service of our mission: To help people be their best. While the economic backdrop has changed globally with rising inflation, conflicts raging and productivity slowing, our steadfast commitment to our purpose remains.

We are dedicated to helping organisations improve the health of their workforce, with people's wellbeing at our centre. As we launch our latest ESG report, I'm proud to share that we:

- Have carried out 448,137 items of clinical work, leading to happier, healthier client employees and patients;
- Have reduced our direct carbon emissions per employee by 6.3% since 2021, and 50% since 2017;
- Committed to engage with our supply chain on climate change and inclusion;
- Are on target to meet net zero emissions by 2030;
- Achieved Level 2 status as a Disability Confident Employer.

We are dedicated to our CORE values: Care, One team, Relationships and Excellence, and we are deeply proud of our partnerships with our clients, many of whom are among the most innovative and forward-thinking organisations in the world.

With all best wishes

**Andrew Noble**, Chief Executive Officer, Health Partners



# Mission, Purpose & Values

Health Partners was created to make a difference to people: colleagues and clients' employees alike. By putting people first, we want to show how occupational health can be done better and have a real, lasting impact on their lives.

We are committed to advancing workplace healthcare to make a measurable difference to the quality of people's health and wellbeing.

We combine expert advice and the highest-quality clinical care with smart systems to deliver impact-driven health programmes, tailored to clients' needs.

**Put simply, we help people be their best.**

**“Our values are the glue that binds us together. They are the blueprint for our culture, and they are how we make Health Partners the best business to work for.”**

Andrew Noble, Chief Executive Officer, Health Partners

# Our CORE Values



## Caring

We take care of our clients and each other, listening, learning and respecting what matters most.



## One Team

We work as one team actively encouraging collaboration, idea generation and knowledge sharing.



## Relationships

We build trusted relationships, working together and supporting each other to achieve more.



## Excellence

We will always work hard to improve and maintain the high standards we set ourselves.

# At a Glance

- 4 apprenticeship programmes in place, 1 of which is new this year
- 327 new joiners trained
- 4 new nurses sponsored to undertake OH degrees in 2023 and 9 doctors completing their CESR accreditations
- 31 Mental Health First Aiders trained
- 0% of head office waste goes to landfill
- 100% renewable electricity at head office
- 1203 more trees with the NGO Tree Nation
- Reduced our direct carbon emissions per employee by 6.3% since 2021, and 50% since 2017
- On target to meet net zero emissions by 2030
- Retained our certification to ISO14001 and all other accreditations
- 5 Forces veterans employed through the Covenant
- Expanded our slavery due diligence with our business partners
- Publicly launched our MSA statement



448,137

clinical appointments and reports

78,006

mental health appointments

55

clinicians trained in our Clinical Academy

# Aligning with the UN Sustainable Development Goals

Health Partners is committed to the United Nations Sustainable Development Goals (SDGs), and our activities and strategies are closely aligned with them.

## *Our contribution to the UN SDGs*



Our overarching purpose is to safeguard people's wellbeing, and we have dedicated ourselves to 'advancing workplace healthcare to create a positive and measurable impact on the quality of people's health and wellbeing'. This clear alignment corresponds to UN Sustainable Development **Goal 3 – 'Good Health & Wellbeing'**.

Furthermore, we strive to contribute to **Goal 8 – 'Decent Work and Economic Growth'**. We prioritise providing opportunities for development within our teams, creating new roles as we grow and fostering economic growth in our operations.

In line with **Goal 13 – 'Climate Action'**, we take a proactive approach in monitoring and managing our emissions to minimise our impact on the environment, developed a carbon reduction plan and mitigating what we cannot remove.

Our commitment to **Goal 4 – 'Quality Education'** is evident through our support for training and development initiatives - apprenticeship programmes; sponsoring degrees for our nursing team; our Training Academy; and ensuring continuous improvement in education within our organisation.

## Advancing workplace healthcare to create a positive and measurable impact.

Addressing **Goal 10 – 'Reduced Inequalities'**, we actively promote initiatives that seek to reduce both economic and social inequalities, making a positive impact on our team, the communities in which we work and society as a whole.



# Social Impact

# Our social impact

Social Impact or Value encompasses the transformative effects that initiatives and projects may have in addressing social issues and improving the well-being of individuals. It goes beyond philanthropy or financial gains and focuses on improving the well-being and quality of life for people, communities, and society. It can manifest in various forms, such as addressing social inequalities, promoting education and healthcare access, supporting vulnerable populations, advocating for human rights, and fostering sustainability.

We recognise that our business operations have an impact on the individuals we interact with and the community in which we operate. To ensure a positive social impact we are committed to upholding affirmative global, national and healthcare related principals, regulations and rights.

Doing the right thing is at the core of our approach.

To uphold our social impact pledge, Health Partners actively embraces the ten principles outlined in the UN Global Compact, the standards set by the International Labour Organization (ILO), and the United Nations' 17 Sustainable Development Goals, whenever feasible. We believe in upholding the fundamental rights of individuals and strictly refrain from endorsing any breaches of the Human Rights Act in all our business dealings with any interested party or stakeholder. By aligning with these principles and goals, we aim to contribute positively to society and create a sustainable and inclusive future for everyone.



# Our primary focus is on advancing workplace healthcare to bring about a positive and measurable improvement in people's health and wellbeing.

Each month we assess and support over 37,300 client employees; advising on their fitness for work; adjustments so they may remain in work and be economically active; rehabilitation programmes; wellbeing initiatives and coaching to improve their overall health and wellness; mental health support through assessment and therapy; and undertaking mitigation and surveillance programmes to reduce the risk of harm in the workplace. The benefits of the occupational health programmes ensure the employee is supported; the employer's strategy is fulfilled and their risks mitigated; and the communities in which these individuals live benefit, too.



# Occupational health investment

may include bio-psychosocial referrals, mental health support, musculoskeletal support, health promotion, health surveillance, return to work activities, health screening and private healthcare.

## Organisational benefits

- Improved productivity
- Reduced absence and presenteeism
- Reduced private health insurance costs
  - Fine avoidance
- Talent attraction and retention
  - Corporate image
- Corporate social responsibility compliance

## Workforce benefits

- Increased physical health
- Increased mental health
- Increased lifestyle and wellness
- Reduced age loss during sickness absence
  - Family: reduced infectious disease
- Family: improved understanding of health and wellbeing

## Community benefits

- Public health safeguarding
- Macro economic benefits
- Increased economic performance
  - Reduced inequalities
- Improved understanding of wellbeing and health

A portrait of Dr Alasdair Emslie, a middle-aged man with glasses, wearing a dark suit, a light blue checkered shirt, and a red patterned tie. He is smiling and has his arms crossed. The background is a blurred office setting with a patterned glass partition.

## Dr Alasdair Emslie, Chief Medical Officer

Health Partners is committed to promoting equality and recognising the immense value that diversity brings to our organisation, our client base, their employees and the broader community. We achieved a 'Committed' status to the Employers Inclusion Standard last year and are working towards the next level currently, while achieving the next level for the Disability Confident certification.

We have a comprehensive Equality, Diversity and Inclusion strategy – our 'Inclusion Allies' network within the company supports our employees and we regularly conduct awareness campaigns to foster a culture of inclusivity.

Aligned with our core values, we oppose any form of compulsory working practices, bonded or forced labour, child labour, or modern slavery, as defined by Walk Free, the NGO that creates the annual Global Index on global slavery and the Modern Slavery Act. We firmly uphold the fundamental rights of individuals at work, as outlined by the International Labour Organization (ILO) Declaration.

In our effort to promote awareness and responsibility, we have made a 'Modern Slavery' curriculum available to 100% of our employees, complementing our existing ethical training programmes. We publish a Modern Slavery Act statement on our website, and the government register, to showcase our dedication to transparency and combating modern slavery and promoting a fair and just workplace.

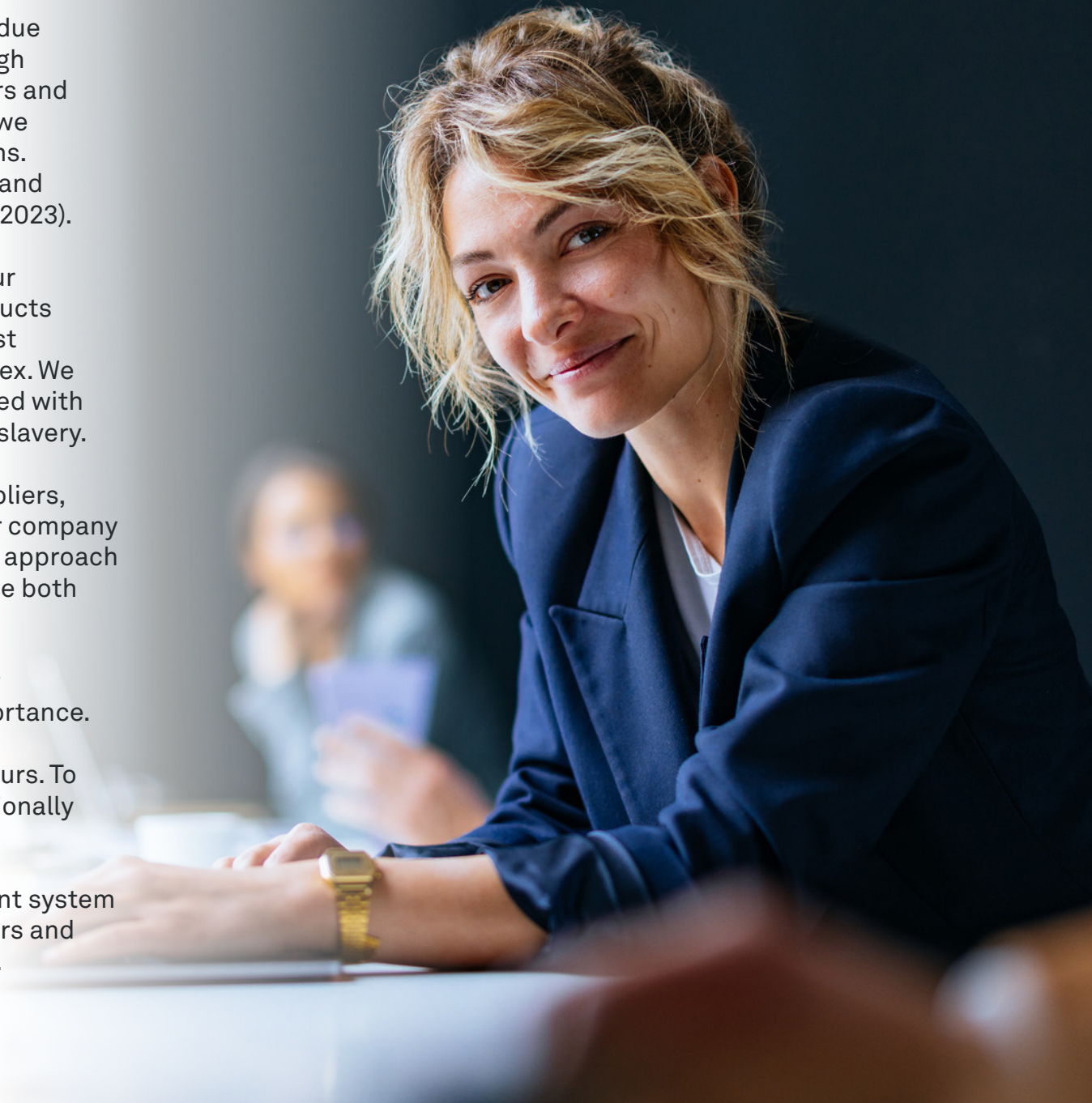
We have recently strengthened our modern slavery due diligence efforts with our business partners. Although the likelihood of our importing products from sectors and countries with high instances of slavery is minimal, we recognise the importance of not making assumptions. Therefore, we conducted a further risk assessment and utilised Walk Free's latest Global Index Report (May 2023).

Based on this assessment, we have engaged with our partners to determine if they procure or utilise products or services from countries identified with the highest prevalence of slavery, as indicated by the Global Index. We have also enquired if they import products associated with the sectors known to have the highest incidence of slavery.

We have extended our questioning to their own suppliers, thereby furthering our due diligence to Tier 3 for our company and Tier 4 levels for our clients. This comprehensive approach assures the integrity of the products and services we both purchase and provide.

At Health Partners, the safety and security of all our employees and stakeholders are of the utmost importance. We prioritise engagement, health, safety, and risk management in all aspects of our business endeavours. To demonstrate our commitment, we hold the internationally recognised ISO45001 accreditation.

This accreditation is backed by a robust management system specifically designed to safeguard our team members and anyone we encounter during our business activities.



We believe in promoting health education to enhance the lifestyles of our employees and those we interact with. In line with this belief, we organised 'Wellbeing Weeks', featuring webinars, workshops and activities focused on health and wellbeing, monthly newsletters and one-off campaigns aligned with national wellbeing topics.

As part of our ongoing efforts to support our workforce, we have trained 31 mental health first aiders and held webinars and drop-in sessions for our employees through the year.

As a responsible employer, we ensure that all our employees receive at least the 'living wage,' while strictly adhering to best practice workplace standards in all our operations. This commitment reflects our dedication to fostering a safe, inclusive, and supportive work environment for everyone associated with Health Partners.

We continue to prioritise local recruitment, aiming to train and develop individuals to match the specific competencies and skills required for their roles. To support those who may face disadvantages in finding meaningful employment, we are committed to organisations like the 'Armed Forces Covenant,' 'Disability Confident' and 'Movement to Work.'

In line with our dedication to providing opportunities for young people, we have expanded our Apprenticeship programme, offering additional pathways to success in the workplace, this year another apprentice joined our Learning and Development team and next year we hope to have a leadership apprentice programme in place. We also support healthcare related work placements to enable individuals to gain valuable experience in appropriate settings.



To honour our commitment to the 'Armed Forces Covenant,' we have recruited five veterans in the past year and we continue to explore opportunities to support veterans in their transition to civilian careers.

We have sponsored four more nurses to pursue OH (Occupational Health) degrees, contributing to their professional growth and development. Since 2017, this initiative has provided educational opportunities for a total of eighteen (18) nurses.

Recognising the importance of strong leadership, we have inducted over sixty (60) managers into our leadership programme. In the coming months, we plan to further develop this programme and extend its reach to newer managers who have recently been promoted or joined our organisation and are looking at further apprenticeship programmes which will result in an industry recognised qualification in Leadership on completion.

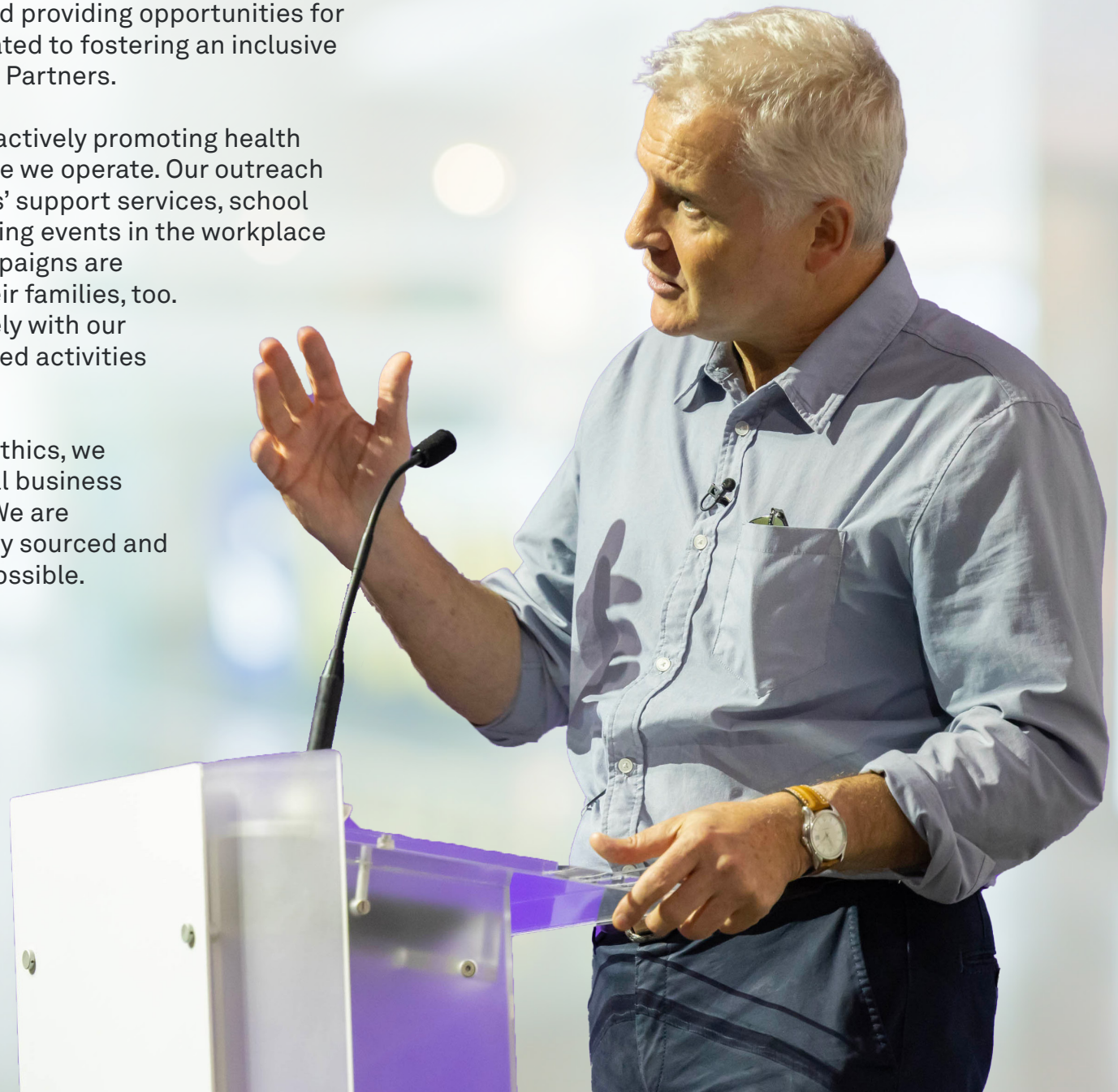


By actively supporting various initiatives and providing opportunities for growth and development, we remain dedicated to fostering an inclusive and supportive work environment at Health Partners.

Beyond our client contracts, we have been actively promoting health and wellbeing within the communities where we operate. Our outreach efforts include collaborations with veterans' support services, school talks, 'friends and family' health and wellbeing events in the workplace and presentations. Our monthly health campaigns are designed for our clients' employees and their families, too. Looking ahead, we plan to collaborate closely with our clients to engage in further community-based activities focused on health education.

In alignment with our values and business ethics, we also prioritise collaboration with small, local business partners or charities that share our vision. We are committed to purchasing fair trade, ethically sourced and sustainable products and services where possible.

*Kelvin Williams,  
Occupational Hygiene Director*



# Armed Forces Covenant



*"I left the armed forces in December 2015 after serving nine years as a Combat Medic with the British Army, serving in Afghanistan and Iraq in combat roles, and Kenya and Jordan on peacetime deployments to train and/or provide medical assistance."*

"Initially, I joined Health Partners as a Covid tester, but then left once that contract had ended but returned in 2022 to a new role. My career has been having great momentum in my progression. I am clinically well trained and hold certs such as phlebotomy etc where I have been able to help with more clients that Health Partners have. I have gone from an entry role OHT to being an Advanced Occupational Health Technician, who is now also a Team Leader within the department. All in the space of a year, because I implemented that same mindset I had in the military, to succeed and perform well."

"Health Partners has provided me with a good foundation to 'start again' in a career that has potential for employees to progress and develop in. I would highly recommend Health Partners to those leaving the forces as there is such a varied number of roles that someone from the military could fit in well,

adapting and adjusting those military core values and putting them to use in another professional role. I am provided with a stable income, good pension and great benefits that puts my mind to ease and allows me to do more. My work/life balance has also changed a lot, freeing up most of my weekends to spend time with family. My management have been great when personal things have arisen in my life and given me more support than I could have ever asked for."

"I enjoy my role: I enjoy my working environment and working alongside my colleagues. I also enjoy the time I get to do the things that are most important, enjoy my family and enjoy all the important things in life."

– Benjamin Churchill, Peri OHT



# Strengthening our Apprenticeship Programme

Health Partners currently offers a variety of apprenticeship opportunities within the organisation. These apprenticeships are designed for individuals who are striving to obtain AAT/CIMA Level 7 qualifications or equivalent skills in specialist areas of the business. Our apprentices join us with a shared goal of enhancing their skills and gaining practical experience while contributing to our business.

Apprenticeships provide a structured training programme that offers either young school leavers or those already on a career pathway an excellent foundation for their professional journey or to enhance their skills further. Their dedication, energy and enthusiasm for learning serve as a source of inspiration for our teams. As a result, our experienced members are motivated to share knowledge, provide guidance and mentor these apprentices, creating a positive and enriching experience for everyone involved.

“

*Apprenticeships have now changed so they are available to anyone and not just school leavers, which has given me a great opportunity to learn something new. I am part my way through the Learning and Development Practitioner qualification. The main reason why I wanted to join the apprenticeship scheme is so I could gain knowledge and a qualification at the same time as bringing home an income. The course has provided me with a huge amount of knowledge and practical skills, which I can administer back into the business and bring support to the L&D Team and the wider business. The course has taught me a lot about design, delivery, planning and evaluations, and I am now looking forward to finishing my apprenticeship and gaining the qualification, so I can use this as a springboard to the next stage of my professional development.*

*– Sophie Conway, Learning and Development Coordinator*

# Advancing workplace health and wellbeing

*We have supported over 448,137 employees of our clients through the last twelve months, advising on their fitness for work, health and safety; offering adjustments to support their rehabilitation back into the workplace; and providing treatment, therapy and access to specialists more quickly than through the NHS.*

“I took K’s advice to go back to the GP and I’m now being investigated for CFS which she picked up on, I wasn’t aware of the condition.”

“V was clear from the outset about why the assessment was taking place and was then incredibly understanding throughout. Grief, in the manner I am experiencing, is not something I have experienced before, yet V made me feel at ease in this regard and assured me that, though difficult, it is normal to feel the way that I have done and will continue to throughout the grieving process. V helped me feel confident about my return to work and help me to set up a proposed working pattern for my return to work which I felt was a huge benefit given I had been away from work for two months.”

“This was my final review of treatment of post op physiotherapy from the company. S was, as ever, very friendly, courteous and professional in her approach. I’m grateful for the physiotherapy supplied and time given to help me recover from a serious operation.”

“Dr X was incredibly professional and familiar with my circumstances, and we had a good discussion to ensure a successful transition back to work in the most optimal way.”

“This is a really fantastic support for people like me who had a sudden illness who remained in denial for a long time. Without their help I would have in a very different state medically and mentally. Forever grateful for their kindness, support, care and getting me determined to get back to work. Thank you. You should be proud of your team. You do an incredible service.”

“Dr P was a huge support in my journey with a new disability. I felt truly cared for, and trusted. She was really encouraging, when I needed it, and challenged me to think about what is best for my health (vs what I wanted from work). Guided by her, I have made the right decisions for me and for my work and as a result have recovered and made significant progress in a much shorter time than was expected for someone with my condition. I’m really grateful.”

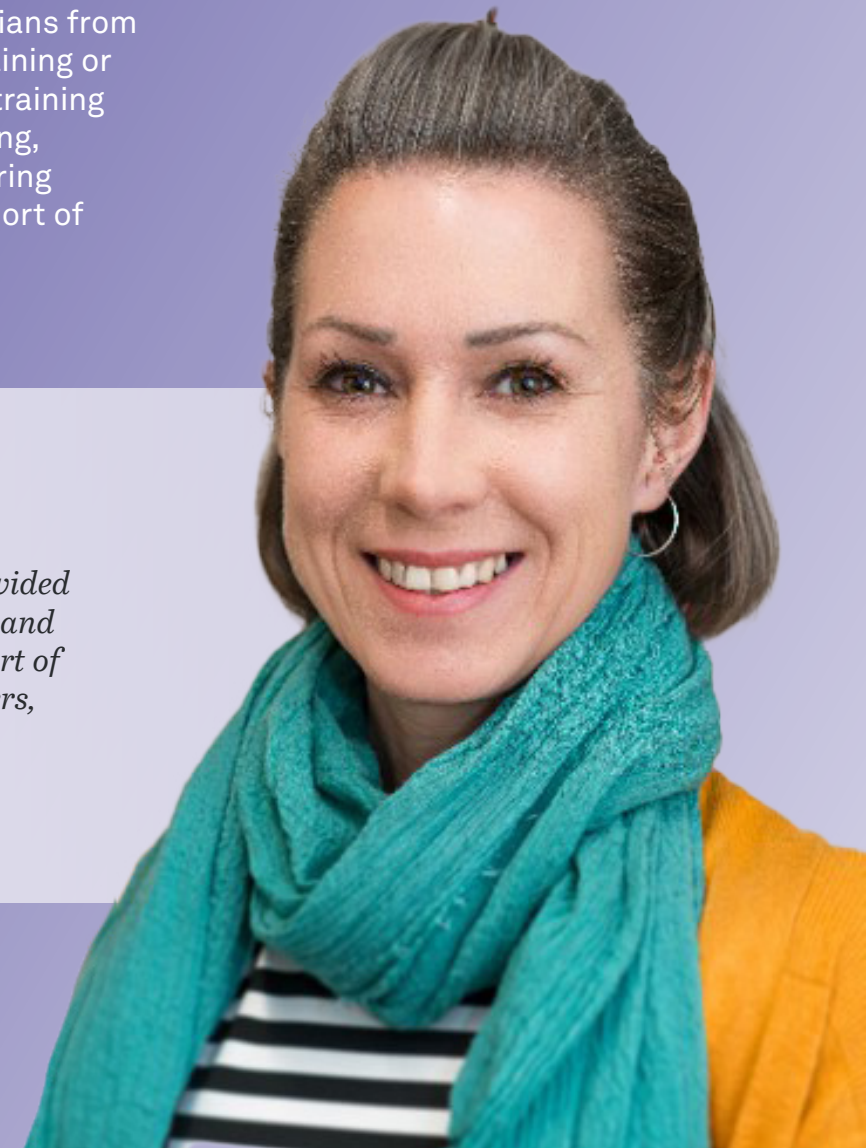
# Our Training Academy

In 2022, we launched our Training Academy, driven by the ethos of empowering clinicians from a wide variety of backgrounds with an interest in occupational health but no prior training or experience. Over an intensive 12-week period, we provide them with comprehensive training to become proficient occupational health case managers. Following this initial training, we continue to support their growth through a year-long mentoring programme, offering additional professional development opportunities. This autumn sees the fourth cohort of trainees commence their programme.

“

*I feel so lucky to have had the opportunity to be part of the Health Partners' Academy Programme. I had no prior occupational health experience, and the programme has provided me with all the necessary skills and knowledge to begin my occupational health journey and to perform the role of a remote case manager successfully. I have really enjoyed being part of the Academy family, learning from the extremely knowledgeable and experienced teachers, who are available to support you every step of the way.*

*– Jennie Swift, Remote Case Manager Trainee*





# Health Partners Foundation



Our Foundation is funded through the myriad charitable activities that our teams undertake independently each year, as well as through company contributions. We work with smart organisations and reputable trusts to ensure we have as great an impact as possible.

We like to focus our giving on health, education, refugees and children. We work with smart organisations, such as Give It Forward Trust and Extra Cover, to ensure our donations have as great an impact as possible.

Our current programmes support refugees in Iraq and Kurdistan; the education, care and mentorship of children in sub-Saharan Africa; and underprivileged and orphaned children in Sri Lanka.

Our nature is to think about others first. Our passion is creating positive and lasting change – for our patients, our clients, our people and for the world around us through investment in programmes which make a difference to communities across the globe.



# MM100

In September 2022, Health Partners ran a memorial campaign, 'The MM100', to honour two colleagues who sadly passed away.

In true Health Partners spirit, we wanted to do something that was fun and goal orientated, and which would have a positive effect on everyone who participates. We established a month-long fitness challenge which involved either walking or running 100 miles or 300,000 steps.

Health Partners collectively raised £28,000 for the Foundation through the MM100 challenge.

## The MM100 challenge raised £28,000 for the Foundation.





Environment

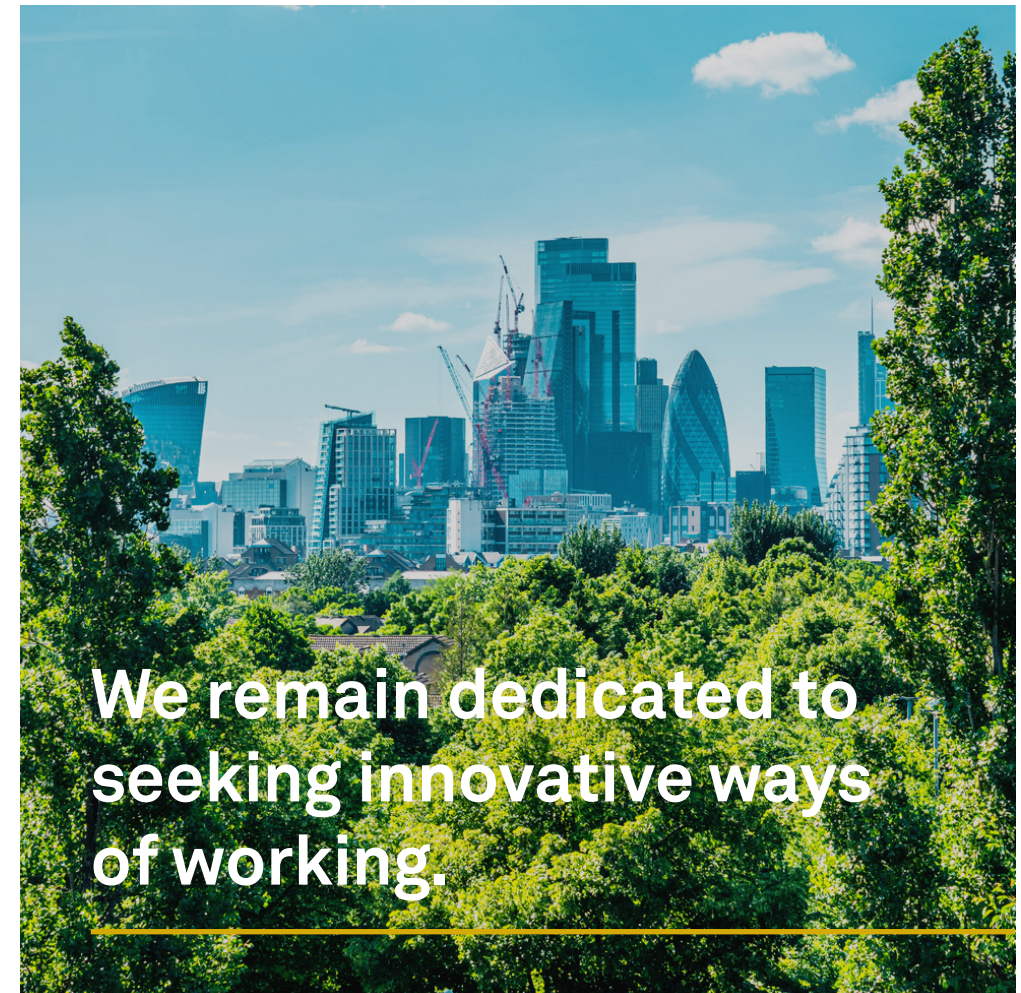
# Environmental Stewardship

Environmental stewardship is a concept that embodies the responsible and sustainable management of our natural resources and ecosystems where we can, recognising the interconnectedness between our activities and the environment, emphasising the need for responsible decision making and strategic plans to protect and preserve our surroundings.

We have integrated our environmental management systems (EMS) across all aspects of our operations both at head office and on client sites, serving as a foundation for our procurement decisions, operational models and work systems, it guides our interactions with clients, their employees and the communities in which we operate.

Throughout 2022-2023 Health Partners remained dedicated to seeking innovative ways of working, including leveraging technology to minimise our negative impact and accelerate the transition to a low-carbon future.

Our crucial objective of managing our carbon emissions while simultaneously pursuing financial growth is a pressing challenge. We therefore measure our emissions against an intensity ratio to establish a baseline for the reductions achieved. We use headcount growth as our defined ratio.



**We remain dedicated to seeking innovative ways of working.**



In 2022 while our absolute emissions did increase slightly, our overall business travel emissions, per employee decreased by 50%, when compared to 2017, and by just over 6% year on year since 2021.

A significant contributor to our progress has been the adoption of remote and hybrid working in our operational side of the business (previously this was limited to our clinical teams only), resulting in a drastic reduction in emissions from commuter travel. While we do hold face to face business meetings when asked, we have actively encouraged virtual platforms as an alternative approach, contributing further to the reduction in business emissions in scope three.

At head office we have been diligent in monitoring our resource consumption for heating and energy. We continued to purchase 100% renewable electricity, compared to the UK average of just 40%, and where emissions were generated through our utilisation of gas supplies, we collaborated with Tree Nation to implement planting programmes to compensate. Having moved into smaller premises in January 2023, we expect our environmental footprint to reduce further.

**50% reduction in  
measured emissions per  
employee since 2017.**

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One of our primary goals has been to minimise pollution, reduce waste and ensure we limit what goes to landfills. To achieve this, we have focussed on recycling, reusing products and working with our waste business partner to ensure that anything that couldn't be recycled was sent to heat generation programmes and thus ensured that we had zero waste go to landfill from head office throughout 2022.

We have made conscious efforts in our procurement activities to ensure responsible purchasing decisions. This includes procuring fair trade products, sustainably sourced, and locally bought products and services to minimise travel emissions, wherever possible. Though we currently do not have real-time monitoring capabilities for both upstream and downstream scopes, we are actively reviewing the feasibility of implementing such monitoring in the future.

To strengthen our commitment to environmental sustainability we have five Environmental Champions in the company. Meeting regularly to address concerns and proactively plan activities that align with our environmental aims, they leverage our company wide communication channels and monthly presentations to encourage awareness internally to engage with Health Partners' commitments and goals. We recently celebrated World Environment Day on 5th June 2023 with a focus on Plastic Pollution and what actions we can take to protect the environment.

Adhering to all environmental legislation is of utmost importance to Health Partners, and we remain vigilant in monitoring and complying with any changes that arise from global climate initiatives, such as the COP meetings, United Nations reports and the further changes expected post-EU exit in the UK.

To underscore our commitment to environmental stewardship, we have retained our ISO14001 certification in 2023 and additionally hold other accreditations such as Achilles UVDB, Sedex and Building Confidence which are industry specific and encompass requirements for environmental sustainability. These accreditations demonstrate our diligence in sustainable practises and responsible stewardship.



# Partnering with tree-nation

We continue to work with Tree Nation, a European non-governmental organization dedicated to collaborating on projects in developing nations planting trees. These initiatives serve a dual purpose: firstly, they enable organisations like us to offset their emissions in a positive manner, contributing to the fight against climate change and deforestation, both of which are recognised as pressing global issues by the scientific community. Secondly, these projects provide support to local communities by generating positive economic impacts, particularly benefiting women and promoting equality in these regions.

In the current year, we have planted an additional 1,203 trees, carefully selecting from four different varieties based on their suitability for various locations, ranging from mangrove swamps to fast-growing species. This year's choice has been older trees instead of saplings, as they offer a more immediate positive impact and a higher likelihood of success. This tree-planting effort serves as a mitigation measure for our gas and travel emissions in 2022 during the same period.





 the Health Partners forest

Our tree-planting projects for this year remain in Madagascar, Kenya, and Burkina Faso.

**These latest programmes have increased our total tree count to 7,102.**

As a further indirect impact, the **Bore project in Kenya** actively promotes the participation of school children in their planting programmes, fostering a **heightened sense of awareness among the upcoming generation** as well.

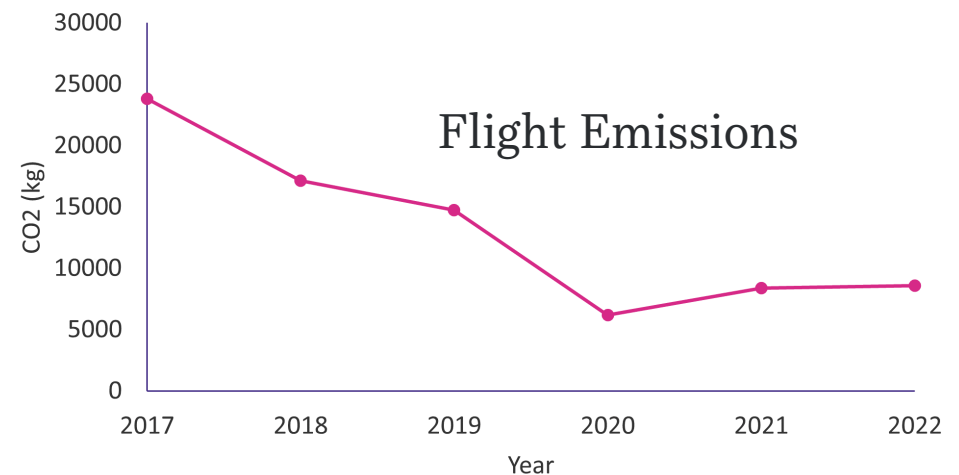
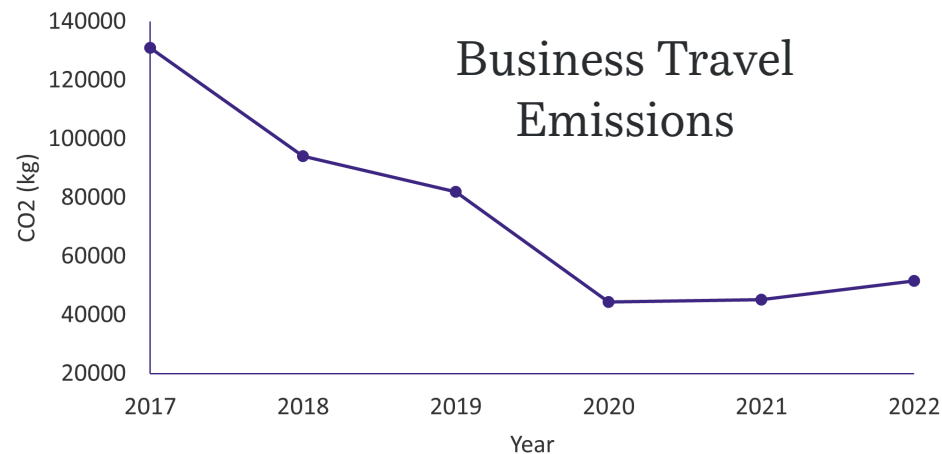




# Climate Emissions Metrics

# Travel Emissions

Using the ICAO software, we calculated our flight mileage emissions to be 8,601.6 kgs of CO<sub>2</sub>, and our total direct business mileage emissions amounted to 51,620 kgs of CO<sub>2</sub> for 2022. While there was a minor increase in absolute emissions for both direct Scope 3 categories between 2021 and 2022, the reduction in our CO<sub>2</sub> emissions per headcount (our intensity ratio) across all scopes over the same period was 6.34%.

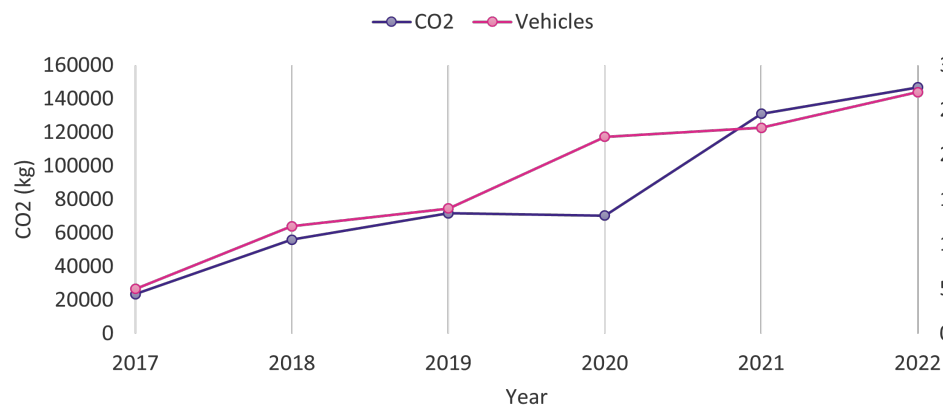


# Mobile Medical Units

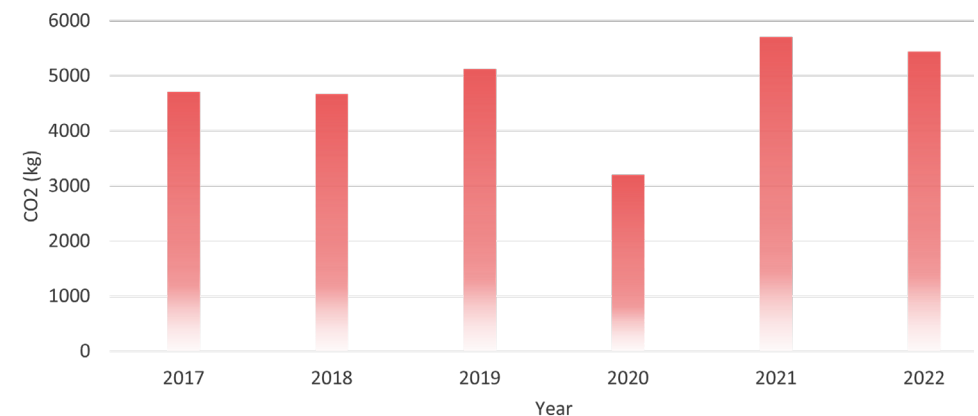
In 2022, our travel emissions within Scope 1, specifically attributed to Mobile Medical Unit (MMU) vehicles, amounted to 146,861.5 kgs of CO<sub>2</sub>. This marked an extension of the upward trend observed in 2021's absolute emissions. However, despite a 16% increase in our fleet size during the year, we achieved a 4.6% reduction in emissions per vehicle. This reduction was accomplished through meticulous travel planning and recruiting locally, rather than centralising our team in the Midlands. Our goal is to limit each MMU's daily travel time to no more than one hundred minutes, and we anticipate further reductions in the coming year.

We are currently conducting a review to assess the feasibility of adopting hybrid or electric vehicles. Nevertheless, we need to exercise caution in implementing such a transition, considering that electric vehicles are typically heavier than their petrol or diesel counterparts. The additional weight of the electric battery, audio booth, and other equipment required in the vehicle may pose weight-related challenges. Additionally, concerns arise regarding the availability of charging points, particularly in areas that align with our clients' national presence.

## MMU Emissions vs MMU Vehicles

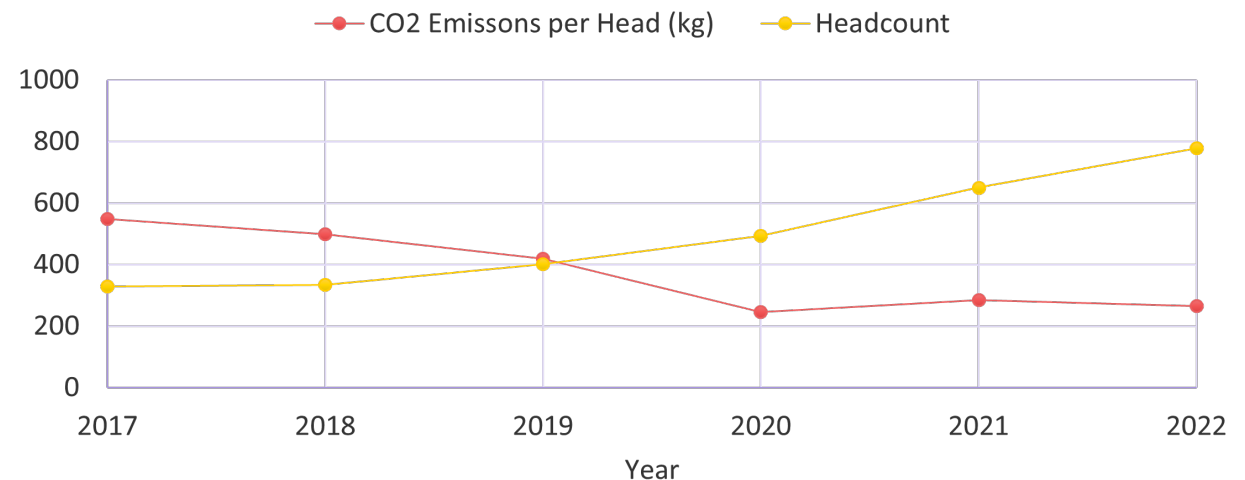


## Average Co2 emissions per MMU



# Emissions per head

## Emissions total to headcount



Year	Total Emissions (Scope 1 and direct Scope 3)	Headcount at year end	Emissions per head
2017	178,392	329	542
2018	176,505	335	526
2019	168,352	402	418
2020	120,971	494	245
2021	184,647	650	284
2022	207,083	778	266
Since 2017, % change	+15.9%	+236%	-50%
Since 2021, % change	+12%	+21%	-6.3%

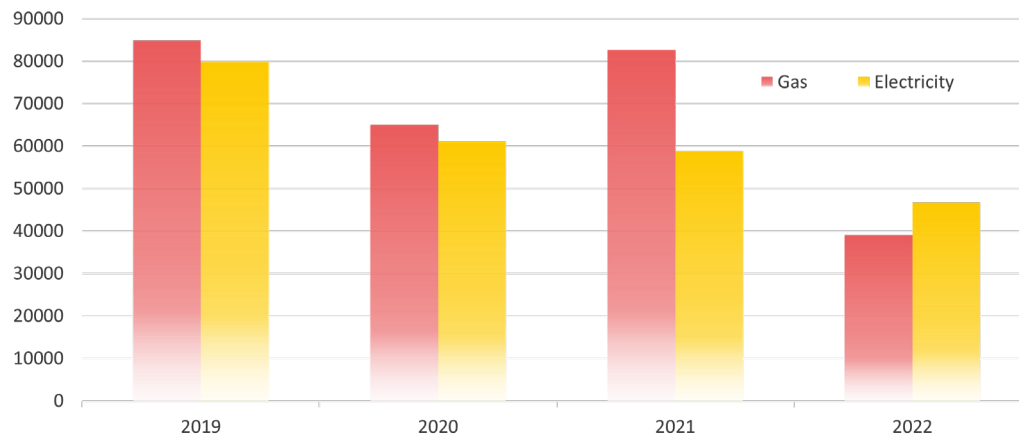
# Energy

Utilising the RenSMART calculator to convert kWh into CO2 emissions, we've conducted an analysis of our gas and electricity consumption at Head Office for the years 2019-2022. Both datasets have displayed an overall decline.

In 2022, our gas-related CO2 emissions were determined to be 7,152 kgs, a figure that has been effectively offset through our collaborative efforts with Tree Nation. Our annual objective to reduce this by 5% has been exceeded.

Furthermore, all the electricity consumed at our head office in 2022 was sourced from renewable, sustainable sources, resulting in a net zero emission calculation.

Given our further transition to a hybrid working model and our relocation to smaller head office premises, we predict a further reduction in our gas and electricity consumption for the year 2023.



All electricity consumed at HQ in 2022 was from renewable, sustainable sources, resulting in a net zero emission calculation.





# Ethical Governance

# Ethical Governance

Governance and business ethics serve as the bedrock upon which all other aspects of our impact are built. They are vital tools and principles that form the framework of our work systems and services, ensuring that our policies, practices and decision-making are rooted in honesty, integrity and fairness. Our commitment to governance encompasses leadership, compliance, ethical and accountable decision-making, economic responsibility and adherence to legal requirements.

To ensure strict compliance, we have a robust Quality Management System (QMS) accredited to ISO9001 and by SEQOHS. This system involves rigorous oversight, internal controls, due diligence protocols and regular audits. By adhering to these standards, we ensure that our principles and values, which lie at the core of all our endeavours, are not only evident but also externally validated and quality assured.

In recognition of the evolving working environment, we have continued to prioritise risk education, mitigation and business continuity testing. This ensures that we remain equipped to provide our clients with critical services even during disruptive events, while simultaneously supporting our dedicated teams.

## We prioritise risk education, mitigation and business continuity testing.

Throughout the reporting period we have maintained our occupational health and safety management system, externally audited and certified to the ISO45001 standards. We had no reportable accidents recorded under RIDDOR (Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations), and no investigations conducted by the Health and Safety Executive (HSE) or any other regulatory body of this nature. By maintaining these robust safety practices and upholding our commitment to health and safety, we aim to cultivate a secure and resilient working environment that fosters the wellbeing of all interested parties involved.

Data protection and information security are at the heart of everything we do and consequently we have continued to ensure that we protect the information we hold, developing new technical measures and conducting regular tests. This has been verified by external auditors for both the ISO27001 and the Cyber Essentials Plus certifications achieved during the last year.

We strictly uphold a zero-tolerance policy towards competitive collusion, price fixing, reciprocal dealings, financial inducements and any form of bribery. Such practices are not allowed, condoned or participated in by our company in any manner,

whether directly or through third parties. We are committed to winning business and providing services solely based on the merits of our offerings and without resorting to unethical practices.

To reinforce our stance on preventing bribery, we have mandatory training for all employees. This training complements our existing 'Business Ethics and CSR' programme and aims to enhance their understanding of the serious implications of bribery.

We have also developed a new training programme and guide regarding accessibility to ensure we support those utilising our service effectively.

Our procurement processes are driven by principles of integrity, fairness and transparency. Before approving any new business partner or supplier, we conduct thorough due diligence and establish detailed contracts. This approach enables us to manage our supply chain responsibly and maintain a durable foundation of ethical conduct throughout all our business relationships.

We have no third party debt or borrowings and no interest payments. All shareholders work in the business, which allows us to make decisions in the best long-term interest of patients, our client employees and our clients.

**By maintaining a commitment to these foundational elements, we pave the way for a sustainable and ethical business practice that positively impacts our organisation and the broader community.**

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**Health Partners have made significant progress in pursuing our strategic journey towards a sustainable future in the year 2022-23, but we also recognise that there is more work ahead of us to fully achieve our goals.**

**– Jac Crang, Governance Director**





Health Partners