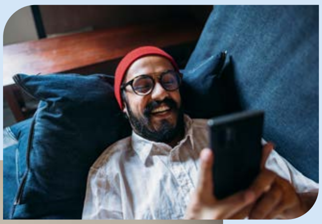
Priory
Part of
MEDIAN Group

Carbon reduction plan

Publication date: July 2026

Live your life

Priory is committed to achieving net zero emissions by 2045



Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline year: 1 January 2021 to 31 December 2021

Additional details relating to the baseline emissions calculations:

Priory's baseline year is 2021, following the divestiture of the Aspris division and the acquisition of Priory by Waterland Private Equity. Therefore, our baseline reflects our current organisational structure and operations.

Priory appointed Environmental Resources Management (ERM) to measure and independently verify our organisation's carbon footprint. Our baseline includes all relevant Scope #3 categories, as defined by the Greenhouse Gas Protocol, to ensure we have a baseline that captures our full value chain, and our net zero targets align to climate science.

Baseline year emissions	**201,369 tCO_2e**
Emissions	**TOTAL (tCO_2e)**
Scope 1	**18,593 tCO_2e**
Scope 2	**6,825 tCO_2e (location-based)**
Scope 3 (included sources)	**175,951 tCO_2e** Purchased goods and services (57,301 tCO_2e) Capital goods (29,997 tCO_2e) Fuel and energy-related activities (5,849 tCO_2e) Upstream transportation and distribution (1,633 tCO_2e) Waste generated in operations (57,664 tCO_2e) Business travel (857 tCO_2e) Employee commuting (20,075 tCO_2e) Investments (2,575 tCO_2e)
Total emissions	**201,369 tCO^2e**

Current emissions reporting

Reporting year: 1 January 2025 to 31 December 2025

Emissions	TOTAL (tCO_2e)
Scope 1	13,011 tCO_2e
Scope 2	3,875 tCO_2e (location based)
Scope 3 (included sources)	**85,143 tCO_2e** Purchased goods and services (59,693 tCO_2e) Capital goods (14,121 tCO_2e) Upstream transportation and distribution (1,011 tCO_2e) Waste generated in operations (122 tCO_2e) Business travel (885 tCO_2e) Employee commuting (9,311 tCO_2e) The emissions are based on spend, using conversion factors from Department for Environment Food & Rural Affairs. (2025) Supply chain emission factors for spending on products. The 2025 factors are based on the latest UK Footprint data published by DEFRA in 2025. Please note that DEFRA has a 3 year time lag in producing the data, ie. 2025 factors are actually based on the 2022 UK Government Footprint Data, etc. It is common to have a time lag in emissions factors, eg. the BEIS UK Government Grid Electricity factor for 2025 is actually based on emissions data from 2023. Emissions relating to waste are based on spend for WEEE and Paper Shredding, the other waste is calculated from waste weight. Emissions from the use of hotels on company business are included with the Business Travel emissions, as these are given by the responsible travel supplier (Gray Dawes). Other emissions in this category are calculated from expense claims from staff. Emissions relating to commuting are based on ONS 2021 census data for average commute distance and percentage for each mode of transport. The conversion uses the 'ecocalc' conversion tool.
Total emissions	102,030 tCO_2e

Emissions reduction targets

In order to continue our progress to achieving net zero, we have adopted the following carbon reduction targets:

Near-term target

Priory has exceeded its initial target of 25% reduction across all emission scopes from the baseline year (2021) to 2025.

Long-term target

Priory commits to reducing absolute Scope #1 and #2 emissions by 90% and Scope #3 emissions from purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, business travel, and employee commuting by 90% by no later than 2045 from a baseline year of 2021.

Priory has made great progress against our near-term target. In 2025, our combined Scope #1 and #2 emissions have reduced by 34% from a 2021 baseline. Scope #3 targets have also reduced considerably. This is partially because financial conversion factors have improved, and Priory has been working towards reducing activity (financial spend) with high emission suppliers.

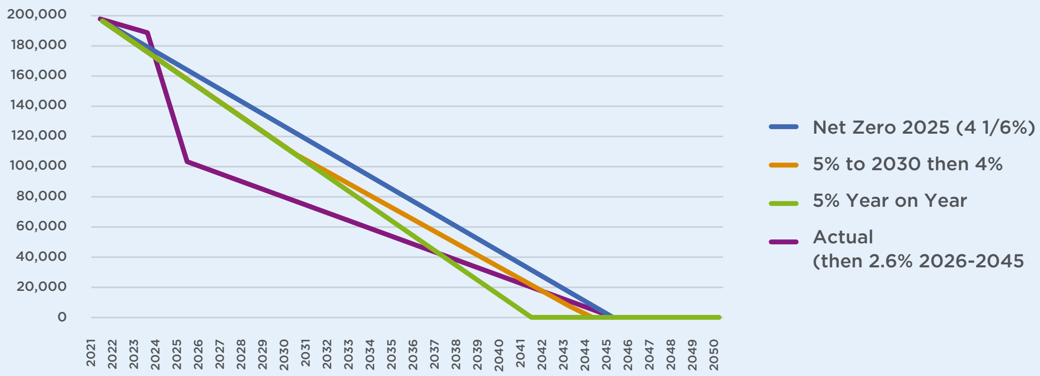
Auditing will be ongoing, annually for Scope #1 and #2 emissions, and at least every 3 years for Scope #3, but where possible this will also become annual.

We have assumed relevant emissions categories will be similar to our 2021 baseline.

We project that carbon emissions will decrease over the period to 2030. Our targets are to decrease our reported Scope #1 and #2 emissions by 5,500 tCO_2e over that period, and to prepare to reduce Scope #3 emissions ready for elimination.

Reductions will be greatly assisted with a move away from the use of financial conversion factors, which are at best a rough guide to emissions, and at worst over 100% higher than the actual emissions. Use of better activity metrics that more closely reflect on the actual emissions being generated for the activity undertaken should be sought.

Carbon reduction to Net Zero under various year on year % reduction scenarios



Carbon reduction projects

Completed carbon reduction initiatives

Priory's purpose is 'Live your life' which means we are always striving to ensure the people we support can live as fully and independently as possible and achieve their individual goals. We are proud to be an independent provider that strives to meet the future needs of the people we support and their families, in the context of economic, social and environmental changes.

The Priory Green initiative is part of our wider environmental, social and governance (ESG) strategy to ensure we are stewards of our community and obtain the highest quality of goods and services, while ensuring that we don't negatively impact future generations.

We are committed to creating a culture in which colleagues and patients feel empowered to discuss sustainability initiatives so that we can collectively identify ways of using our resources more effectively and minimising our overall impact as part of our net zero commitment.

In addition, Priory is committed to ethical business practices, a commitment that includes an aim to make more environmentally conscious decisions. When it comes to selecting supply chain partners, we prioritise organisations who create a positive social impact and who meet eco-friendly standards. We will continue to invest in our established and extensive green energy programmes across all our sites, with the aim of creating and maintaining the highest possible energy efficiency standards.

The following environmental management measures have been implemented since the 2021 baseline.

Scope 1

Operations

- Upgraded our old gas boilers with modern, energy-efficient versions
- Invested in air-source heat pumps, where possible
- Converted sites that use oil for heating to mains gas or liquid petroleum gas (LPG) to non carbon forms of heating.

Scope 2

Market-based

- Purchase 100% renewable electricity across all our sites; this green electricity is generated via wind turbines and hydro plants

Location-based

- Implemented passive infrared (PIR) sensors and other lighting controls
- Upgraded electricity meters to smart metering
- Invested in a rollout of voltage optimisation
- Invested in a large scale roll out of solar photovoltaics

Scope 3

Purchased goods and services

- Engaged with key suppliers to understand the environmental impact of purchased products and services
- Purchase of sustainably sourced paper that carries the EU Ecolabel and donates to a social enterprise
- A proportion bought from Products With Purpose (PWP)
- Reduced the frequency of IT hardware replacements+ Introduced PaperCut, a system to minimise wasted print and reduce paper usage

Waste

- Diverted 99.93% of our waste from landfill, with 34.39% being recycled and the remainder being used for waste to energy
- Implemented food composting at our smaller sites

Business Travel and Commuting

- Introduced an electric vehicle (EV) salary sacrifice scheme for our employees
- Introduced a cycle-to-work scheme
- Introduced a hybrid working model
- Utilise virtual meetings to reduce business mileage

Priory strives to be ahead of the curve and therefore agile in our approach to achieve our net zero goals. In the future, we hope to implement further measures such as:

Scope 1

Operations

- Continued investment in a large scale rollout of air source heat pumps, to replace our traditional gas and oil boilers

Company vehicles

- Migrate our fleet of vehicles (approximately 500) to fully electric and/or hybrid
- Research appropriate electric equivalents for our seven to nine-seater vehicles; trial vehicles when they come onto the market

Scope 2

Market-based

- Continue to purchase 100% renewable electricity for all our sites
- Support our domestic sites to purchase 100% renewable electricity

Location-based

- Continue to invest in the roll out of photovoltaics
- Continued investment in large scale rollout of voltage optimisation
- Commit to improve the energy efficiency of our sites, with LED fitting upgrades

Scope 3

Purchased goods and services

- Future tenders for new contracts will have a weighting towards sustainability
- Within each new supplier tender understand if the supplier has undertaken a full carbon footprint assessment or not
- Review companies with the highest 10% of spend, and/or highest 10% of emissions to understand if they have a full carbon footprint or not
- Spend through contracts rather than an ad-hoc basis, to drive efficiency, quality and standardisation
- Prioritise UK grown produce within our catering departments
- Provide long-term patients with re-usable goods and materials to reduce our product consumption

Upstream transportation

- Aim to reduce the number of deliveries by managing materials and suppliers.

Waste

- Reduce our consumption and limit waste where applicable
- Include recycling days and on-site food production, as part of our patient therapy programme
- Work with our catering department to create set menus to reduce food waste

Business travel and commuting

- Integrate travel policy into our wider carbon reduction plans, and vice versa

Across all scopes Priory will assess the viability of a behaviour change programme to identify low cost processes and measures that will bring about day-to-day change amounting to 5-10% further reductions in the full carbon footprint.

As part of our commitments, Priory strives to be a trustworthy partner within our value chain and therefore we will report on our progress towards net zero with integrity and complete transparency.

To find more information, please visit the Priory **website:** **www.priorygroup.com**

Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with Procurement Policy Note (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 Greenhouse Gas (GHG) Reporting Protocol corporate standard[1] and uses the appropriate Government emission conversion factors for greenhouse gas company reporting[2].

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[3].

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

Rebekah Cresswell
Chief Executive Officer
Priory
July 2026

Priory
Part of
MEDIAN Group

Priory Head Office, 7th Floor, 3 Shortlands, London,
W6 8DA. Company Registration Number: 09057543