



**HORIZON**  
HEALTHCARE  
Homes Limited



**ESG REPORT**  
**DECEMBER 2024**

**Horizon Healthcare Homes Ltd**

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[www.horizoncareservices.co.uk](http://www.horizoncareservices.co.uk)

# Passionate about achieving high quality care in a homely environment

A person-centred approach is key to the organisation's work enabling those we support to meet their full potential.

**INVESTORS IN PEOPLE®**  
We invest in people Platinum



Rev.	Prepared By	Approved By	Endorsed By	Date
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# INTRODUCTION

At Horizon Healthcare Homes Ltd, we are deeply committed to delivering high-quality, person-centred care while maintaining a strong focus on our Environmental, Social, and Governance (ESG) responsibilities. As a provider of specialist residential care, we recognise the impact our operations have on the environment, the communities we serve, and the well-being of those we support.

**Environmental - How we influence the planet**

**Social - How we influence people**

**Governance - How we influence positive environmental & social outcomes**

This ESG report reflects our ongoing commitment to sustainability, inclusivity, and ethical governance. It outlines the steps we are taking to reduce our environmental footprint, foster a positive social impact, and uphold robust governance practices that ensure transparency, accountability, and operational excellence.

Through this report, we aim to provide a clear overview of our current initiatives, achievements, and future goals. By integrating ESG principles into every aspect of our business, we strive to create sustainable value not only for our residents and employees but also for the wider community and environment. As we continue to grow, Horizon is dedicated to setting benchmarks for sustainability and social responsibility in the care sector, contributing to a healthier, more inclusive, and environmentally conscious future.



## Our Business and The Environment

As a specialist residential care home provider, we acknowledge that our day-to-day activities have a direct and indirect influence over the individuals we support and the environment. We are deeply committed to operating in an environmentally sustainable manner and contributing to global efforts to combat climate change. As part of this commitment, we have established clear near-term carbon reduction targets and a roadmap to achieve net-zero across our operations in the long term. This annually reviewed ESG strategy outlines ways in which we are actively delivering on our Environmental, Social and Governance obligations in our care homes.



## Our Goal

Our goal is to become a net-zero organisation, aligning with the UK's 2050 net-zero target and global climate initiatives. This reflects our dedication not only to providing outstanding care within our homes, but also to ensuring we reduce our environmental impact for the benefit of everyone. We recognise that reaching net-zero will require ongoing efforts, innovation, and investment. Horizon is committed to regularly reviewing and updating our strategy to ensure we remain on track and responsive to emerging technologies and best practices. Through these actions, we aim to demonstrate leadership in the care sector, combining exceptional care services with a steadfast commitment to environmental stewardship.

# ENVIRONMENTAL

## Types of Emissions

To effectively assess our environmental impact and set tangible targets, we must first identify and understand the types and scale of emissions associated with the services we provide.

### Scope 1 (Direct Emissions):

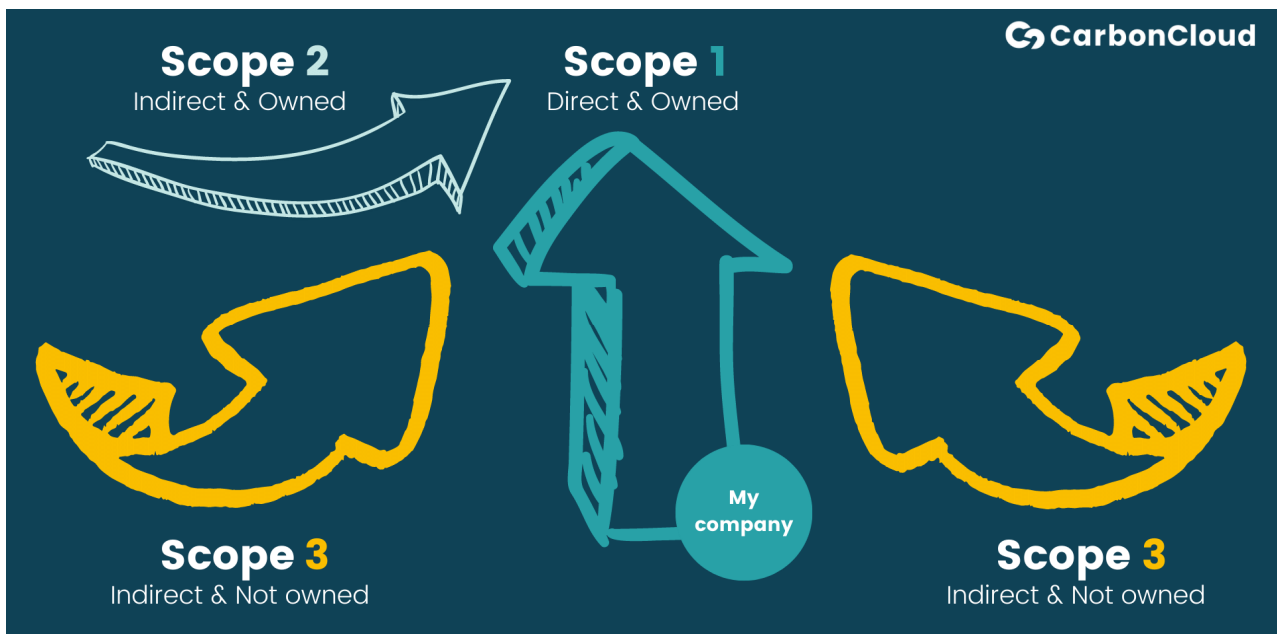
These are emissions directly generated by Horizon's sources it owns or controls. Examples include emissions from our company vehicles or on-site fuel combustion, for example heating.

### Scope 2 (Indirect Emissions from Energy):

Scope 2 emissions are indirect emissions resulting from the generation of purchased energy used by the care home. These emissions are produced at the facilities generating the electricity but are attributed to the care home's consumption.

### Scope 3 (Other Indirect Emissions):

These encompass all other indirect emissions within the supply chain of Horizon. Examples include emissions from purchased goods and services, employee commuting, waste disposal, and the use of sold products. Scope 3 typically represents the largest share of a care providers carbon footprint.



With an understanding of the types of emissions associated with the business, Horizon has generated yearly carbon emission figures which are annually reviewed to ensure that we remain accountable to the targets we set.

## Our 2024 Carbon Emissions

The table below has been prepared in collaboration with Normative, an affiliated partner of the SME Climate Hub. It provides an accurate representation of Horizon's Scope 1, Scope 2, and Scope 3 emissions for the 2024 calendar year.

Scope 1	tonnes CO <sub>2</sub> e	% of Scopes emissions
Fuel combustion	32.7	100.0 %
Scope 2	tonnes CO <sub>2</sub> e	% of Scopes emissions
Heat	193	72.7 %
Electricity	72.3	27.3 %
Scope 3	tonnes CO <sub>2</sub> e	% of Scopes emissions
Purchased goods & services	123	93.4 %
Capital goods	8.67	6.6 %

*Calculated with Normative. Normative Business Carbon Calculator follows the [Greenhouse Gas Protocol](#), the widely-used international protocol for carbon accounting. The engine uses science-based emissions data and a combination of spend-based and activity-based methods to calculate a company's greenhouse gas emissions.*

## Scope 1 & Scope 2 Targets

Horizon is committed to actively reducing its carbon footprint, focusing on Scope 1 and Scope 2 emissions, which encompass direct emissions from owned or controlled sources and indirect emissions from purchased electricity. Here's an outline of our plans and actions:

### Our Plans and Actions - Scope 1

- Emissions Heating Systems: Transitioning from gas-fired systems to low-carbon alternatives such as heat pumps, paired with improved insulation to reduce heating demand. This will be continually reviewed as existing boilers approach their replacement timelines
- Fleet Electrification: Replacing company vehicles with electric or hybrid models and installing EV charging stations at care homes. We are currently exploring several options to upgrade the current fleet of vehicles, noting that electric WAV vehicles are now available and generally meet the requirements of the care industry.
- Energy Management: Introducing real-time monitoring and regular equipment upgrades to enhance fuel efficiency. We expect to have all electricity meters upgraded to SMETS2 half hourly meters by the end of 2025.

## Our Plans and Actions - Scope 2

- **Renewable Energy:** Installing solar panels at all our care homes to generate 40% of electricity needs on-site, with further exploration of other renewable technologies. (Solar installations commencing Jan 2025, expected to be complete by March 2025)
- **Green Energy Suppliers:** Switching to 100% renewable electricity tariffs and prioritising suppliers with certified renewable energy (Expected June 2025 when current fixed term deals end)
- **Energy Efficiency:** Upgrading to LED lighting, smart energy management systems, and retrofitting older buildings with insulation and efficient appliances (Energy assessment to be undertaken in February 2025 with a view of undertaking upgrades by June 2025)

## **Scope 3 (Downstream) Targets**

At Horizon, we recognise the importance of addressing emissions not only within our direct operations but also across our entire supply chain (Scope 3 emissions). This includes emissions from suppliers, products, services, and waste. Our plan focuses on collaborative efforts, operational improvements, and investment to create a sustainable supply chain.

## Our Plan and Actions - Scope 3

### Supplier Engagement and Collaboration Prioritising Low-Carbon Suppliers:

- **Partnering with suppliers** who align with our sustainability goals, use renewable energy, and minimise their own emissions. An example of this in practice is our move to a consumables supplier (Gompels) who can provide us with environmental reports for the products delivered to our service allowing a comprehensive review of our Scope 3 targets.
- **Sustainability Criteria:** Embedding environmental considerations into our procurement policies, ensuring materials and services meet high sustainability standards.
- **Education and Support:** Working with suppliers to help them understand and reduce their emissions, establishing long-term partnerships rooted in sustainability.

### Sustainable Products and Services

- **Eco-Friendly Materials:** Sourcing sustainable building materials and furniture for care homes, reducing embedded carbon in procurement.
- **Renewable Energy Sources:** Encouraging renewable energy adoption among third-party providers and seeking greener alternatives for off-site energy needs.
- **Circular Economy Practices:** Exploring leasing or refurbishment models for equipment to reduce waste and emissions.

### Reducing Resident-Generated Emissions

- **Energy Efficiency in Daily Operations:** Implementing energy-saving technologies and practices to reduce resident and staff electricity consumption. We expect to complete our energy review in February 2025, following which energy saving initiatives are expected to be introduced.
- **Waste Reduction Initiatives:** Continue encouraging recycling and composting, minimising waste sent to landfill.
- **Engagement Programs:** Educating residents and families on how they can adopt greener habits, such as reducing single-use plastics and conserving energy.
- **Growing our Own:** Encouraging the use of the garden spaces at the homes to grow seasonal produce, offering both an educational and environmental benefit.

### Transportation Emissions

- **Staff and Visitor Travel:** Supporting low-carbon commuting through incentives for carpooling, cycling, and public transportation. Horizon is looking to provide a salary sacrifice electric car scheme for all members of staff by the end of 2025 together with continuing to offer the Cycle to Work scheme.
- **Delivery Optimisation:** Reducing emissions from product deliveries by consolidating deliveries and using low-emission transport options where possible. Registered managers at all sites are encouraged to place bulk orders for consumables to minimise the frequency of deliveries and reduce associated emissions.

### Reporting and Accountability

- **Tracking Scope 3 Emissions:** Implementing tools like Normative to calculate and monitor emissions throughout our supply chain. We are working closely with our suppliers to provide accurate emissions information for use in our Scope 3 reporting and target setting.
- **Annual Reviews:** Regularly reviewing progress and refining our strategies to address new challenges and opportunities.
- **Transparency:** Reporting on our Scope 3 emissions and reduction efforts through sustainability reports and SME Climate Hub submissions.

## **Taking Responsibility Beyond Our Operations**

We understand that meaningful progress requires collaboration across our supply chain. By working with suppliers, residents, and staff, we are building a comprehensive approach to reduce emissions and align with global net-zero goals. These actions not only reduce our environmental impact but also position Horizon Healthcare Homes Ltd as a responsible and forward-thinking organisation in the care sector.

## Our Environmental Initiatives in Action

In addition to the initiatives above, Horizon is continuing to have a positive impact on the environment in the following ways:

- In 2024 we completed our transition to our digital health records with our partner, Nourish. This has led to a dramatic reduction in the amount of paper we consume.
- All new homes have underfloor heating installed as standard.
- Appliances are serviced regularly and replaced where deemed necessary
- We turn off non-essential lights and power sources when not in use.
- Keep windows and doors closed when using heating (unless specific reasons such as ventilation required for infection control purposes).
- Installing and running energy efficient boilers and heating systems, ensuring that boilers and heating systems are regularly serviced and properly maintained.
- Ensuring that energy efficient light bulbs and low power or energy efficient equipment are used wherever possible.
- Ensuring that all buildings, pipes, and lofts are properly insulated and maintained.
- Water is metered and monitored allowing knowledge of potential leaks
- Staff ensure that they only use as much water as is necessary and encouraged to report any dripping taps or leaking pipes immediately.
- We ensure that all vehicles and transports operated by the organisation are serviced regularly and are kept in good condition, thus enabling them to run as efficiently as possible
- Encourage the adoption of electric vehicles - this is expected to be helped in part by offering salary sacrifice options to all staff by the end of this year.
- Some of our homes have bicycle racks in place to encourage the use of bikes rather than fuel consuming cars - this is expected to be reviewed and expanded if required.
- Many of our staff that we employ walk to work as they are employed locally
- All homes use re-cyclable bags for shopping
- Some homes already have water butts in place in their gardens, other homes are exploring this. It enables us to re-cycle natural rainwater for use in our gardens.
- We encourage the use of bespoke furniture. This type of furniture lasts longer and therefore there is less rubbish / goods that would otherwise end up at a tip or a landfill
- Broken or worn furniture is up-cycled wherever possible
- During summer months, residents and staff are encouraged to dry laundry on the washing line rather than use the gas run tumble dryers that each service has.
- Where possible we attend online meetings/training sessions such as Microsoft teams/Zoom, limiting the need for physical in person meetings and associated travel.

# SOCIAL

## Our Ethos

At Horizon, people are at the heart of everything we do. The social dimension of our ESG strategy focuses on the well-being of our residents, the development and support of our staff, and the positive impact we strive to make within the wider communities we serve.

We recognise that our operations touch the lives of many, from the individuals who call our care homes their home, to the families, employees, and local partners who contribute to our success. By fostering a culture of inclusivity, respect, and collaboration, we aim to create environments where everyone feels valued, supported, and empowered.

This section of the report highlights our ongoing efforts to enhance equality, diversity, and inclusion, prioritise mental and physical well-being, and cultivate meaningful connections within our communities. It also showcases our commitment to providing training and development opportunities, ensuring safety and security, and promoting social inclusion for the individuals we support.

Through these initiatives, Horizon reaffirms its dedication to improving lives, building stronger communities, and setting a standard for care that extends beyond our walls. This not only strengthens our ability to deliver person-centred care, but also creates an environment where every individual - resident or staff - feels respected, valued, and empowered. This was exemplified in the best possible way when Horizon was awarded with the Investors in People Platinum Award earlier this year:

### Investors in People Platinum Award

“Investors in People is delighted to award Horizon Healthcare Homes Limited with the ‘**Platinum Award**’ which is the highest accolade which can be given to an organisation. This means that Horizon Healthcare Homes limited, which provides specialist housing and support for adults with a learning difficulty in West Yorkshire, has joined an elite group of organisations that have demonstrated a culture of positive and continued improvement at the highest level.”

## Our Social Initiatives in Action

Horizon actively encourages and endorses the following ongoing programs:

### Staff Well-being and Support Programs

- Employee Assistance Program (EAP) by Health Assured: Staff have access to resources offering confidential support for mental health, financial advice, and legal assistance. In 2024 we subscribed to a more comprehensive package which include additional resources
- Recognition Programs: Awards such as "Employee of the Month" and "Employee of the Year" highlight exceptional contributions, boosting morale and motivation.

### Resident Engagement and Inclusion

- Cultural and Religious Activities: Care homes celebrate various cultural and religious events, ensuring residents' individual beliefs and traditions are respected and celebrated.
- Crafty Starz Social Enterprise: Residents participate in creating handmade goods (e.g., mosaics, bird feeders) that are sold in local markets, promoting a sense of purpose and community involvement.

### Community Partnerships & Social Inclusion

- Local Collaborations: Horizon partners with local businesses, charities, and community groups to organise events, fundraisers, and volunteering opportunities for both residents and staff.
- Open-Door Policy: Families are actively encouraged to visit and participate in home activities, strengthening social ties and support networks.
- Digital Connectivity: Homes are equipped with Wi-Fi and tablets to enable residents to connect virtually with family and friends where in person social events are not possible
- Community Outings: Regular organised trips to local landmarks, events, or markets ensure residents remain active participants in the wider community.

### Diversity and Inclusion Training

- Regular Workshops: Staff receive training on equality, diversity, and inclusion to promote a culturally competent workforce.
- Inclusive Recruitment: Job opportunities are advertised to attract diverse candidates, reflecting the broader community's demographics.

### Health and Wellness Promotion

- Physical Activity Programs: On-site activities such as gardening clubs, walking groups, and yoga sessions encourage physical fitness among residents and staff.
- Healthy Living Education: Workshops on nutrition, exercise, and mental well-being support overall health improvements.

These initiatives embody Horizon's commitment to the social aspect of ESG, promoting inclusion, well-being, and community engagement for both staff and residents. A prime example of Horizon's dedication to social well-being was demonstrated during the pandemic lockdowns, when the organisation enhanced the lives of those it supports through the opening of the Day Centre at Scotgate House.

Scotgate House continues to offer a unique and enriching day service for adults with learning disabilities, featuring a variety of person-centred and homely spaces. These include a craft room, cinema room, multi-sensory room, games room, dining room, and a fully equipped changing room. By providing these thoughtfully designed facilities, Horizon not only ensured continued engagement and social inclusion during a challenging period, but also set a benchmark for innovative, compassionate care that prioritised the well-being and happiness of the individuals it supports.

At Horizon, we never rest on our laurels when it comes to the quality of service we provide. We are constantly exploring innovative, socially driven solutions to enhance and expand the care and support we offer, ensuring we continue to meet the evolving needs of our residents and communities.

## Our Targets

Some targets and initiatives we have set ourselves for 2025 include:

1. Provide enhanced mental health support by training of team leaders as mental health first aiders.
2. Increase participation in employee wellness programs through awareness campaigns and tailored activities.
3. Increase resident participation in social activities and enterprise projects, such as Crafty Starz.
4. Establish 'Swap Shops' within each home, encouraging staff and residents to repurpose old clothes, toys, and other unwanted household items. This further promotes sustainability while fostering community participation.
5. Develop new partnerships with local organisations to enhance resident involvement in community activities.
6. Expand the employee recognition program to include peer-nominated awards, with at least one recognition every 3 months.

Setting these measurable targets not only aligns with ESG goals but also demonstrates a proactive approach to improving the social well-being of residents, staff, and the wider community.

# GOVERNANCE

## Our Ethos

At Horizon, strong governance is the foundation of our commitment to delivering exceptional care. The governance dimension of our ESG strategy emphasises ethical leadership, robust compliance frameworks, and a culture of accountability, all of which enable us to operate at the highest possible standard. The key pillars which form our Governance strategy are:

### Ethical Leadership and Accountability

- Governance at Horizon means setting high standards and ensuring they are consistently upheld.
- We maintain clear policies and procedures, promote transparency in decision-making, and adhere to regulatory requirements.
- Leadership fosters a culture where feedback is valued, performance is rigorously monitored, and continuous improvement is a priority.

### Compliance and Regulatory Adherence

- Horizon is committed to meeting and exceeding all regulatory requirements, ensuring the highest standards of care.
- We maintain robust compliance frameworks that guide our day-to-day operations, ensuring alignment with industry best practices and legal obligations.

### Transparency and Reporting

- Transparency is central to our governance commitments, with detailed reporting mechanisms in place to keep everyone informed
- We use innovative tools to promote clarity and accountability across the organisation.

### Safety and Well-being

- A core focus of our governance framework is ensuring the safety and well-being of our residents and staff.
- By implementing rigorous auditing practices and encouraging a culture of vigilance, we ensure that care standards remain consistently high.

### Long-Term Sustainability and Inclusivity

- Governance supports Horizon's long-term vision of sustainability and inclusivity
- By aligning governance with ESG principles, we aim to build a framework that supports the evolving needs of our communities.

## Our Governance Policies in Action

- Our skilled senior management team provides exceptional guidance and support to all care home managers and staff, ensuring consistent leadership and excellence across all homes.
- Our monthly in-person governance meeting, held on the first Wednesday of each month, encourages our managers to share best practices, provide advice on common challenges, and uphold high standards across all our services.
- We are driven by strong, well-established values shaped by the individuals we support and our dedicated team. These values underpin the care we deliver and guide our decisions and actions.
- We uphold comprehensive organisational policies and risk assessments, which are meticulously audited and reviewed annually to ensure compliance, safety, and alignment with industry best practices.
- Horizon diligently adheres to all applicable guidelines and regulations, including those set by the Care Quality Commission, Local Authorities, Infection Prevention and Control, Environmental Health, the NHS, Public Health England, and the UK Government.
- Each care home is supported by a well-defined leadership structure with clear roles, responsibilities and accountabilities, ensuring efficient operations and exceptional service delivery.
- This robust framework enables us to provide person-centred care tailored to meet the unique needs and preferences of every individual we support.
- We have established a thorough and reliable auditing system, encompassing both internal and external reviews, to maintain and enhance consistent quality of care across all homes.
- Horizon actively collaborates with local communities to build meaningful partnerships that benefit the individuals we support, promoting social inclusion and stronger community ties.
- Our transition to digital care planning has reduced paper usage by 90%, improving efficiency and streamlining processes across the organisation.
- Sustainability remains a core focus, integrated into all staff and manager governance meetings to ensure long-term environmental responsibility.
- Key documents, including policies and risk assessments, are now stored digitally using GEO books, significantly reducing reliance on physical paperwork.
- We have embraced reusable ink cartridges for printers, helping to minimise plastic waste and further supporting our sustainability goals.

# CONCLUSION

At Horizon, our commitment to Environmental, Social, and Governance (ESG) principles is deeply embedded in every aspect of our operations. This report highlights our ongoing efforts to create a sustainable, inclusive, and transparent organisation that prioritises the well-being of our residents, staff, and the wider community.

Through our environmental initiatives, we are taking tangible steps to reduce our carbon footprint, conserve resources, and implement sustainable practices that align with our responsibility to the planet. Our social efforts demonstrate our unwavering dedication to developing a culture of equality, inclusion, and community engagement, ensuring that everyone touched by Horizon feels valued and empowered. In governance, we continue to uphold the highest standards of leadership, accountability, and transparency, ensuring our organisation operates with integrity and trust.

While we take pride in our accomplishments to date, we remain focused on the future. This report, endorsed by our senior management is to be regularly reviewed, ensuring sustainability, inclusivity, and ethical practices are not just aspirations but form the fundamental foundation of the business.

As we move forward, Horizon will continue to lead with purpose, embracing innovation and collaboration to build a brighter, more sustainable future for our residents, staff, and communities. Together, we are not only meeting today's challenges but setting the standard for excellence in the care sector.



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