Horizon Cremation

2022 ESG Report

horizon
cremation

Our Sustainability Strategy

www.horizoncremation.co.uk

WHO WE ARE

Horizon Cremation is a crematorium service provider founded in 2017 by Stephen Byfield and Jeremy Hamilton. They set up the business following unsatisfactory personal experiences at their local crematoria. Both want to provide the highest levels of service from exemplary new facilities that offer memorable and sensitive environments for funerals. They want to operate Horizon in a sustainable way and serve communities in areas of need.

Photo: Clyde Coast & Garnock Valley Crematorium

Horizon opened our first crematorium in 2018 and currently operate three sites:

- **Clyde Coast and Garnock Valley** – built within the Clyde Muirshiel Regional Park in Scotland,
- **Cannock Chase** – built on the site of the Bleak House opencast coalmine, and
- **The Hurlet** – located within the rolling Hurlet Hills of East Renfrewshire, Scotland

Two further sites are at an advanced stage in the planning system and others are in the pipeline.

WHY EMBRACE AN ENVIRONMENT SOCIAL AND GOVERNANCE STRATEGY?

Horizon wants to improve the experience of a crematorium funeral service by focussing on the funeral and building great facilities. Our staff listen for ways to go the extra mile when helping bereaved families and funeral directors.

Horizon crematoria are integral to the communities in which they sit. As such we have responsibilities to those communities. These include reducing our operational and embedded environmental impacts and promoting inclusiveness and diversity.

We wish to be leaders in our industry, delivering our essential services in the most sustainable way.

We have decided to formally address sustainability within our operations, measuring our performance, developing targets and then reporting on our progress. We have developed a sustainability strategy within the Environmental, Social and Governance (ESG) framework to support this endeavour.

Embracing sustainability is a key foundational pillar of our business because it supports our long-term growth and helps us future-proof the company. Our performance in this area makes us more resilient and positions us well to meet the changing demands from regulators, consumers, and our financial stakeholders.

This report covers the year between January 2022 and December 2022. It is our first standalone ESG document and provides insights into Horizon's operations and non-financial performance. It measures the impact on society and the environment that we had in 2022 and sets out our approach to minimising our impacts and evaluating our progress over time.

Photo: The Hurlet Crematorium

ABOUT THIS REPORT

During the development of this report, we have discovered several areas of our operations where data is limited and have implemented new metrics as a result. This report is therefore the benchmark of all our environmental and social activities in 2022.

This is our starting point. We acknowledge that our approach will mature, our understanding of our impacts will change and what our stakeholders feel is most important will also change.

What will not change is our core purpose to help people say goodbye, remember and celebrate the life of those lost, delivering exceptional experiences for our bereaved families in appealing and tranquil settings.

We have an ambition to be net zero carbon but during the compilation of this report, we have become aware that this is going to be challenging. By understanding where our biggest impacts are, we have identified actions we can take towards that goal. In 2023 we will create a clear programme of how we will achieve this ambition.

We hope you find the contents of this report informative and inspiring.

Photo: Cannock Chase Crematorium

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2022 IN SUMMARY

- Our total carbon footprint was 423.08 tCO2(e).
- Each cremation produced c. 5.77kg of commercial and 0.6kg of recyclable waste.
- An average of 0.14 tonnes of CO_2(e) were generated by each cremation, compared to an industry average of 0.19 tonnes of CO_2(e).
- Our sites generated 9,134 kWh of renewable electricity.
- 100% of our crematoriums have mercury abatement technology installed.
- There were zero environmental incidents or accidents.
- 54% of our full-time operational employees were female.
- 19% of our staff received internal promotions.
- On average our employees each received a total of 3.5 days' training.
- 50% of our employees had professional Health and Safety qualifications.
- There were zero Lost Time Incident's (LTIs).
- £56,388.00 was donated to 11 charities local to our three sites.
- There were no prosecutions or proceedings against Horizon.

Photo: Service at The Hurlet

OUR APPROACH TO SUSTAINABILITY

Environmental, Social and Governance (ESG) has been selected as Horizon's framework for assessing sustainability performance. It is the formalised measurement and declaration of how companies state their position on matters of Environment, Social, and Governance, and allows an evaluation of a company's collective conscientiousness for social and environmental factors.

Photo: Solar panels at Cannock Chase

Through research, stakeholder engagement, and with the help of Thomson Environmental Consultants, Horizon has explored how its activities impact the environment and people and conversely how sustainability-related factors and external events may impact Horizon's business.

We evaluated the approach to sustainability and ESG of the operators of the 342 crematoria operated or under construction in the United Kingdom, which include local authorities, private companies and trusts. We then conducted a gap analysis on our proposed approach and undertook a materiality assessment based on the principle of double materiality to specifically ask our stakeholders about the sustainability and ESG issues that matter to them, now and in the future, so that we can ensure the topics identified are built into our strategy and plans.

We identified and described the material sustainability topics we need to address and report on across our operations and value chain. The revised materiality approach aligns with the adopted EU Corporate Sustainability Reporting Directive and European Sustainability Reporting Standards requirements.

By consulting with these stakeholders, both externally and across our business, we have identified 25 environmental metrics and key performance indicators (KPIs), 42 societal metrics and KPIs and 13 governance KPIs, which fall under key topics shown on the next page.

Going forward, we will investigate how to implement and disclose the results of the double materiality approach. This includes exploring how to integrate emerging issues in our strategy and planning, including relevant models of stakeholder engagement and governance.

Photo: Wildflowers, The Hurlet

Environmental	Societal	Governance
Resource depletion • Energy Use • Water Use • Waste and circularity **Climate Change** • Operational Scope 1, 2 and 3 carbon footprint • Renewable Energy Generation **Air quality** • Mercury abatement • NO_x emissions • Environmental incidents/accidents **Biodiversity** • Biodiversity Net Gain (BNG)	**Our Staff** • Health and Safety • Ethnicity, Diversity, and Inclusion (EDI) • Training • Staff surveying/satisfaction **Communities** • Charities supported • Donations to Charities • Community engagement	• Business ethics and compliance • Board composition and operation • Policies • Prosecutions and proceedings • ESG reporting

Table: Horizon's ESG Framework

Photo: Working with Nature, Cannock Chase

OUR ESG STRATEGY

We are transforming our operations because sustainability will support our company's long-term growth ambitions. Placing sustainability at the core of our endeavors reflects that we strive to be a responsible and leading company within the sector.

We wish to lead by example to contribute to the sustainable transformation of the crematorium sector. We want to significantly lower our impact on the planet and create positive outcomes for people and communities touched by our business.

This is not only good corporate citizenship, but it also serves to future-proof our company as we foresee an array of new demands from regulators, investors, consumers and other stakeholders, and we wish to stay ahead of the curve.

Our ESG strategy has three overarching priorities: low-carbon operations, enhancing biodiversity and building an inclusive, diverse, and fair culture. These are all highly material, and drivers of future growth and opportunities for positive impact. We have set ambitious long-term targets and are developing detailed roadmaps for each of the three priorities.

Our ESG strategy builds on high standards for responsible business operations, including our approach to responsible sourcing, waste management and corporate giving, and we continue to expand the implementation of good practices at Horizon.

Photo: Service at The Hurlet

Photo: Construction of Cannock Chase

ENVIRONMENTAL

We are determined to invest in a green and healthy future for our employees and local communities. To support our actions in this area and to strengthen governance, Horizon has created and now operates an Environmental Policy, which is reviewed annually. Through our double materiality assessment conducted in 2022, we have identified the following areas to address.

Photo: Tree Planting Clyde Coast and Garnock Valley

Resource depletion

Resource depletion occurs when the renewable and non-renewable natural resources become scarce because they are consumed faster than they can recover.

Our impacts arise from:

- Materials used in construction,
- Energy used to operate our facilities,
- Water consumed during operation and removed from the hydrological cycle, and
- Waste generated and disposed of rather than reused or recycled.

Materials

During construction we always take a holistic approach to the materials we select, balancing capital cost with performance (e.g., U-value or engineering properties), operational cost (e.g., durability), locality (e.g., locally available to minimise transport impacts), recyclability/recycled content and environmental impact (e.g., global warming potential (GWP)).

In 2023 we wish to better understand the impacts of the dimensional cut stone industry and work to develop a sustainable UK supply chain.

Photo: Design Sketch, Cannock Chase

Case study: The Hidden Impacts of Dimensional Cut Stone

The use of imported dimensional cut stone for memorials has four key issues:

- Embedded carbon in imported stone is much greater than UK quarried stone,
- Health and safety practices in quarries and processing plants abroad,
- Level of environmental protection in quarries abroad, and
- Use of child and bonded labour in quarries and stone processing plants.

Each kilogram of imported dimensional cut stone contributes c. 0.4kg of embedded carbon to global warming. Imported dimensional cut stone has very little traceability, transparency in the supply chain and very few regulatory controls.

By comparison, the UK quarrying industry is highly regulated for health and safety and environmental protection and carbon emissions from transport are significantly lower.

However, these factors combine to create a significant cost difference due to the lower cost of labour in India and China, the lack of Health & Safety and environmental considerations and protection.

Horizon wishes to see transparency in the supply chains improve. We wish to give our clients a choice of product and in 2023 we will develop more UK sourced options for concerned clients.

Photo: Dimensional Cut Stone

Horizons Approach to Design

There are many factors to consider when designing a new Crematorium, from ensuring the building provides the ambience required for its essential service to its users, to ensuring the environmental impacts arising from construction and operation are minimised and balanced against capital and operational costs.

Horizon works hard to achieve that balance. Their sites have been designed to work with nature in the most sensitive of ways, allowing a connection between the built and natural environment, whilst remembering and celebrating a loved one's life. Orientation of the building to maximise this and comply with all relevant guidance, legislation, and Standards, is the primary focus.

Maximising daylight, whilst balancing this against heating of the building by solar gain is then considered, especially considering climate change. We ensure the performance of the building will not only comply but exceed the Building Regulations, to help reduce operational carbon emissions and costs.

When selecting materials, we must consider the relevant Standards, engineering requirements, embodied environmental impacts, capital cost, durability (to reduce operational cost) and geographical location of supply, favouring locally sourced materials where feasible. We select materials with the lowest embodied carbon and consider resource depletion, for example by using crushed concrete aggregate rather than primary aggregate in appropriate applications.

Climate Change mitigation and resilience is further addressed using onsite renewable energy production via solar photovoltaic (PV) and the inclusion of Sustainable Urban Drainage solutions, that also provide valuable habitats to support wildlife, as well as reducing flood risk.

Horizon will be going further in new developments. It is applying the Building Research Establishment (BRE) Environmental Assessment Methodology (BREEAM) to its new crematorium at Hooton. While not perfect, BREEAM does support a holistic approach to considering the environmental performance of a building.

I am sure Horizon will continue to ensure that their sites provide stunning locations that have the lightest whole life footprint, within economic boundaries.

Ken Robertson - Robertson Design Practice

Photo: Design Sketch, The Hurlet

Energy Use

As with materials, we reduce our impact on energy use during operation at the design stage, by specifying high performance materials and methods. Horizon have addressed this by:

- Ensuring the orientation of the building is correct to maximise daylighting and minimise overheating from solar gain,
- Limiting air conditioning. Units are only fitted at the Hurlet and Cannock Chase and only service the ceremonial halls, due to the heat generated by the visitors during the services in warmer months,
- Selecting materials with U-values that exceed the building regulations,
- Insulating the buildings correctly,
- Installation of efficient low energy boilers, lighting and white goods,
- Operating heat recovery systems on our cremators to reduce the demand for primary heat production on site, and
- Access to public transport links and supporting active travel and EV adoption, as shown below:

Site	Bus	Train	EV Charging	Cycle Storage
Clyde Coast and Garnock Valley	10 meters	3.6 miles	0	0
Cannock Chase	10 meters	2 miles	1	4
The Hurlet	10 meters	1.1 miles	1	4

Photo: Ceremonial Hall with North Lights, Cannock Chase

Our operational energy use arises primarily from the following activities:

- Heating the building, hot water and cremations (generating Greenhouse Gas Protocol (GHG) Scope 1 emissions),
- Running electrical systems in the building, such as lighting, cooling and IT systems (generating GHG Protocol Scope 2 emissions), and
- Staff travel to our sites (commuting) and to other sites and venues (business travel) (generating GHG Protocol Scope 3 emissions).

Our energy use focus is on the buildings we operate as they are directly in our control, though we have collated information on staff travel, to understand our impact on climate change.

Our total energy use in our buildings in 2022 is shown in the table below:

Site	Gas Used (L)	Electricity Used (kWh)	Electricity Generated (kWh)
Clyde Coast and Garnock Valley	69,988	107,786	N/A
Cannock Chase	83,228	86,723	4,178
The Hurlet	82,274	66,554	4,955
Total	**235,491**	**261,063**	**9,134**
Total per cremation			
Clyde Coast and Garnock Valley	70.41	108.44	0
Cannock Chase	68.16	71.03	3.42
The Hurlet	117.37	94.94	7.07
Average per cremation	**80.76**	**89.53**	**3.13**

As part of our approach to Governance, in 2022 we created and now operate an Energy Management Policy to support the reduction of resource depletion associated with energy use which will see us undertaking the following:

- Ensure energy efficiency best practice is incorporated into the design of all our new facilities,
- Review energy performance data and work to understand anomalies and best practice at each site,
- Energy use monitoring and introduction of appropriate sub metering as required, to improve data quality,
- Conduct awareness training amongst all our staff, and
- Review energy procurement strategy.

Water

Our weather patterns are changing with winter rainfall increasing and summer rainfall decreasing. Climate change, population growth and land use change mean river flows and groundwater levels may decrease in future summers, impacting on water quality and biodiversity. The time it takes to refill water supplies, coupled with our variable weather conditions and diverse landscape, means we could increasingly see water shortages in some areas at the same time as flooding in others.

Horizon's impacts arise from two distinct activities, disturbance of the hydrological system from construction of the crematoria and associated infrastructure and the operation of the building during its life.

We have taken the following steps to minimise our impact on water at our existing sites:

- All sites utilise Sustainable Drainage Systems (SuDs), as discussed in our SuDs Case Study
- Rainwater harvesting for use in toilet flushing at Clyde Coast, Garnock Valley and the Hurlet
- Greywater reuse for toilet flushing at Cannock Chase
- Low flow taps and showers and low use urinals and WCs are installed at all sites
- Clyde Coast and Garnock Valley abstracts water from a private water supply, not from the mains

By undertaking our assessment of water use in 2022 we have identified issues with metering at two of our sites, therefore we cannot fully understand our water use or set realistic reduction targets at present. This will be addressed in 2023.

Our water abstraction from the mains water supply for 2022 is shown below:

Site	M^3 Mains Water Consumed
Clyde Coast & Garnock Valley	0
Cannock Chase	233.60
The Hurlet	226.8
Total	**460.40**
Total per cremation	
Clyde Coast & Garnock Valley	0.00
Cannock Chase	0.19
The Hurlet	0.32
Average m^3 water abstracted per cremation	**0.16**

Our objective for 2023 is to resolve the water metering issue and obtain reliable data for all sites.

Sustainable Drainage Systems (SuDS)

At Horizon, resource efficiency and working with nature to reduce the impact of our built environment is prioritised from the initial building and environmental design plans to the delivery of our products and services. Integrating Sustainable Drainage Systems (SuDS) form part of that process. These are designed to manage stormwater through drainage, attenuation, infiltration, and redirection to local waterbodies. SuDs slow the movement of water during a rainfall event, effectively putting buckets back into the hydrological system, reducing peak discharge in streams and rivers and the risk of surface water flooding.

We understand change in climate and land use increase the risk of extreme weather events and our ability to mitigate the impacts of terrestrial and coastal flooding, and therefore futureproof our buildings and surrounding landscapes to the Scottish Environment Protection Agency standards and beyond the requirements set out in the National Planning Policy Framework in England.

Climate and flood resilience is therefore prioritised at each of our sites and is incorporated into building and environmental design where possible. For example, our sites have swales, retention ponds, permeable carparks and permeable paving installed to ensure rainwater is diverted for effective drainage or safe storage. Our SuDS also provide the following benefits to the community, environment, and our business:

- Biodiversity and ecosystem enhancement
- Creation of amenity and recreational space
- Educational opportunities
- Sewage and pollutant filtration
- Water recycling
- Carbon reduction and sequestration
- Health and wellbeing of employees and guests
- Increased company reputation and value

We acknowledge that there is no 'one size fits all' approach to rainwater management, and each of our sites will have unique opportunities and constraints at design, construction, and operational levels. Horizon is working collaboratively with independent environmental and architectural consultants and together devise and implement bespoke solutions to distinct sites, locations, and climates. We are proud of our achievements to date, but we know change is coming. What separates us from our competitors, however, is that we are prepared for it.

As part of our approach to Governance, in 2022 we created and now operate an Energy Management Policy to support the reduction of resource depletion associated with water use.

Photo: Sustainable Urban Drainage System at Cannock Chase

Waste

Waste is not only an environmental problem, but also an economic loss, with materials leaving the value chain as they flow from cradle to grave increasing resource depletion, rather than supporting the circular economy.

Waste at Horizon sites of operation arise from:

- Construction
- Office function and operation – staff and visitors
- Grounds management and maintenance
- Audio visual and IT
- Floral tributes
- Cremation process:
    - Air Pollution Control Residue (APCR)
    - Mercury
- Metal alloys
- Cleaning and maintenance Building maintenance and refurbishment

Currently Horizon promotes waste minimisation, re-use and recycling by staff with the following items being recycled:

- Wastepaper and cardboard
- Redundant IT and audio-visual equipment
- Biodegradable organic waste - composted onsite and used in gardens maintenance (where allowed)
- APCR reprocessed to remove mercury prior to landfilling
- Metal alloys from the cremation process are recycled through the Institute of Cemetery and Crematorium (ICCM) metals recycling scheme, operating under a contract with OrthoMetals.

Photo: Recycling in Action

Case study: Floral Tribute Waste

Non-biodegradable waste arising from floral tributes poses a significant problem for Horizon because the plastics and floral foam used are single use, non-biodegradable, non-recyclable plastic-based materials.

Floral foam is a significant issue as it contains two chemicals considered to be hazardous to humans: phenol and formaldehyde. These substances are mixed with non-hazardous substances to produce the final product which is not considered to be particularly toxic to humans under normal conditions.

However, a recent independent study by RMIT University in Australia showed that floral foam is a problem for aquatic animals. All animals in the study selected floral foam as a food source. The study showed that toxic compounds can leach out of the floral foam and into the surrounding water. Both consuming foam and being exposed to water surrounding floral foam particles harmed the aquatic animals studied.

www.sciencedirect.com/science/article/pii/S0048969719358218?via%3Dihub

Floral foam and plastic waste arisings from floral tributes at Horizons operational sites will be managed as follows:

- All plastic foam products from floral tributes will be sent to landfill-bound rubbish only.
- Floral foam will not be placed in the compost, garden or in the natural environment.
- Water containing foam fragments will not be poured down the sink or into storm water.

Horizon is committed to working with its supply chain and associated industries to address the issue of plastic waste arising from floral tributes.

Photo: Floral Tribute Waste

In 2022 Horizon identified that our waste management approach did not allow the accurate measuring and reporting of:

- total waste,
- waste to landfill, and
- waste diverted from landfill.

This lack of granularity in data makes it difficult to agree and set targets for reduction. From the data we have for 2022, our waste figures are as shown in the table below:

In 2022 each cremation, on average, produced 5.77kg of commercial waste and 0.6kg of recyclable waste

Site	Metals Recycled (t)	Commercial (t)	Recycling (t)
Clyde Coast and Garnock Valley	0.33	4.24	0.59
Cannock Chase	0.17	6.85	0.07
The Hurlet	0	4.2	0.44
Total	**0.50**	**15.32**	**1.11**

Case study: OrthoMetals

Metal Waste predominantly arises from the cremation process. The metals consist of ferrous metals, which are mainly staples and nails used in coffin construction, and nonferrous metals used in orthopaedic surgery. Precious metals which emanate from jewellery may be recovered, though during the cremation process these metals melt and become unrecognisable. They are reduced to a granular form and are not generally recoverable from cremated remains.

Rather than follow the traditional path of burial of the metal, Horizon recycles metal waste arising from the cremation process through the Institute of Cemetery and Crematorium Management (ICCM) scheme, operating under a contract with OrthoMetals. The service is provided at no cost to the crematoria. An equal share of any surplus monies from the recycling process is given to bereavement charities nominated by Horizon each year.

Photo: Donation to Charity

Climate Change

We are aware of how we impact on global climate change, through the release of emissions with global warming potential (GWP) from our operation. Making Horizon a low-carbon business in support of the global community's efforts to limit climate change is front and centre of our sustainability strategy.

Horizon is working towards net zero carbon emission in operation as soon as practicably possible.

Our 2022 Operational Scope 1, 2 and 3 Carbon Footprint

A carbon footprint is a measurement of the impact our activities have on the environment in terms of the amount of greenhouse gases (GHG) produced, measured in units of carbon dioxide equivalents (CO_2(e)). A carbon footprint is made up of two parts, direct emissions and indirect emissions.

Direct emissions

Direct emissions are produced by sources which are owned or controlled by the reporting organisation. Direct emissions correspond to elements within scopes 1 of the World Resources Institute GHG Protocol. They include electricity; burning oil or gas for heating; and fuel consumption because of business travel or distribution using company owned vehicles.

For Horizon, the only one of these relevant in 2022 was LPG use at our facilities.

Indirect emissions

Indirect emissions are typically from outsourced/contract manufacturing, and from the products and services offered by the organisation. Indirect emissions correspond to scope 2 and 3 of the World Resources Institute GHG Protocol.

For many businesses, the assessment focuses only on direct emissions, as these lie under the direct control of the organisation.

However, we recognise that there is an indirect emissions footprint for Horizon's operations. We wish to address this too. The Scope 3 emissions relevant to us and reported in 2022 relate to the consumption of purchased electricity; fuel and energy not included in Scope 1; waste; business travel; and employee commuting.

Assessment Methodology

This element of our ESG report has been prepared in accordance with Part 1 of ISO 14064: 2018. The GHG inventory, report, or statement has not been verified.

The GHG calculation has also been prepared in accordance with The Greenhouse Gas Protocol Corporate Standard. The GHG inventory, report, or assertion has not been separately verified.

The table below encompasses all activities and operations within our control throughout 2022 comprising Scope 1, Scope 2, and Scope 3 direct and indirect greenhouse gas emissions. This includes transmission losses from electrical supply and business commute (upstream). As such, the Sustainability Accounting Standards Board (SASB) standards and Task Force on Climate-related Financial Disclosures' (TCFD) roadmap towards mandatory climate-related disclosures have been utilised to guide the development of this section of the report.

There are two main ways that a company can report its carbon footprint, the location-based method which reveals what the company is physically putting into the air, and the market-based method which shows emissions the company is responsible for through its purchasing decisions. The GHG Protocol Corporate Standard requires that companies use both methods.

We emitted a total of 423.08 tonnes of CO_2(e) in 2022, for all Scope categories previously outlined.

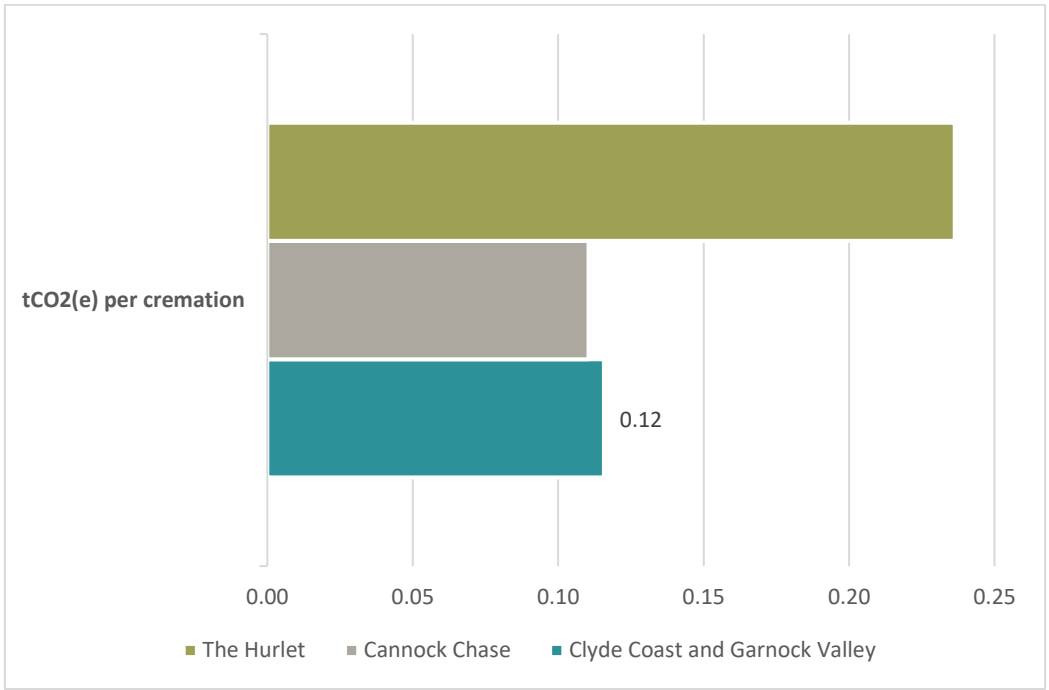
Scope 1,2 and 3 carbon emissions

Scope	Total tCO2(e) Location Based	Total tCO2(e) Market Based
Scope 1 – Direct	365.20	365.20
Scope 2 – Indirect	50.48	39.69
Scope 3 – Value Chain	21.64	18.19
TOTAL	**437.32**	**423.08**
tCO2(e) per cremation	**0.15**	**0.14**

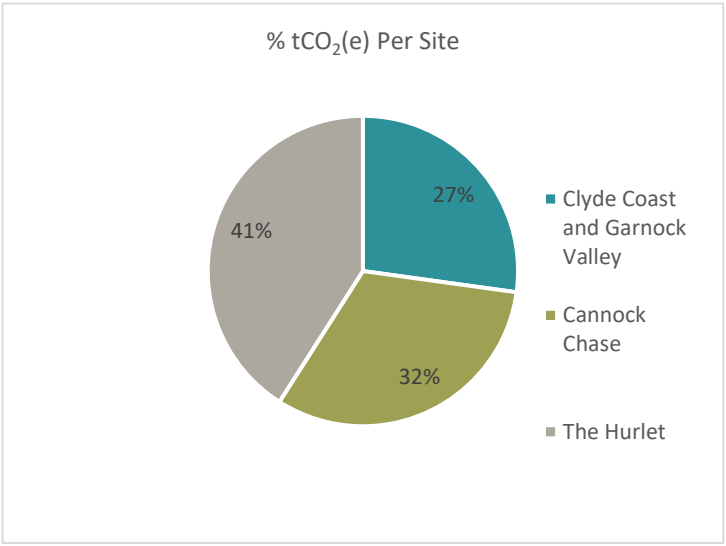
Photo: Emissions to Air

As the graph above shows, over 86% of our emissions arise because of the use of LPG, used for the cremation process, space heating and water heating at our sites.

The graph below shows $tCO_2(e)$ per cremation at each of our operating sites.



In 2022 each cremation generated on average 0.14 tonnes of CO_2(e), compared to an industry average of 0.19 tonnes of CO_2(e)[1].



The tCO_2(e) figure for The Hurlet is higher than the other two sites due to the amount of LPG used, the fact that it is the newest site and was still running through seasonal commissioning in 2022 will have impacted this figure. It may also be impacted by the relatively low number of cremations in the early months and how the services were scheduled, as this impacts on the efficiency of the cremators. Discussions will take place with the staff and the cremator manufacturers in 2023 to identify where the issues lie.

Scope 1 emissions by site

This reflects the amount of LPG that is used at each site for cremations, space heating and production of hot water.

Site	Scope 1 tCO_2(e) Location Based	Total tCO_2(e) Market Based
Clyde Coast and Garnock Valley	108.98	108.98
Cannock Chase	129.59	128.11
The Hurlet	128.11	128.11
Total	**366.68**	**366.68**
tCO_2(e) per cremation	**0.12**	**0.12**

Scope 2 emissions by site

This reflects the amount of electricity used at each site. As mentioned above, The Hurlet does not receive its electricity supply from a certified source or 100% renewable energy. The market-based factor provided by the supplier, has, consequently, caused the facility to register a figure lower than the UK average in the location-based calculations.

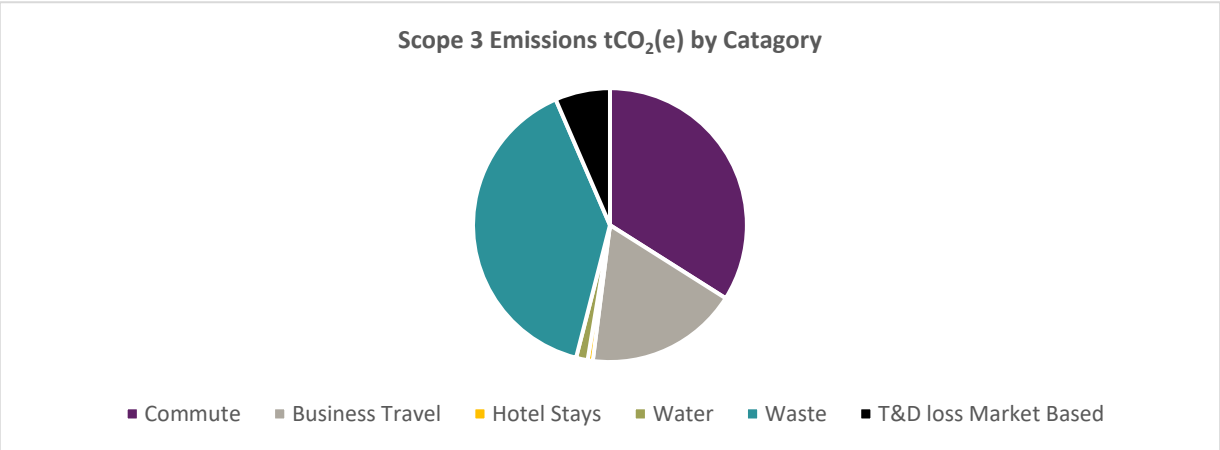
[1] Carbon Trust report into Pure Cremation's carbon footprint based on 193 tCO2 associated with the LPG consumed to carry out 2,374 cremations during 2019 and supported by research from South Australia featured in the Burial and Cremation Education Trust report 2010 published by the ICCM

Site	Scope 2 $tCO_2(e)$ Location Based	Total $tCO_2(e)$ Market Based
Clyde Coast and Garnock Valley	20.84	0
Cannock Chase	16.77	0
The Hurlet	12.87	39.69
Total	**50.48**	**39.69**

Scope 3 emissions per site and per category

Scope 3 emissions have been the most difficult to compile. In 2023 we will work to improve the data quality for the categories we have reported against for 2022. We will also expand our Scope 3 emissions to include home working, as the Directors work from home, capital goods and map out over value chain for purchased goods and services.

Site name	Scope 3 $tCO_2(e)$ Location and Market Based								
	Commute	Business Travel	Hotel Stays	Water	Waste	T&D loss Location Based	T&D Market Based	Total Location Based	Total Market Based
Clyde Coast and Garnock Valley	2.85	1.09	0.04	0.05	2.00	1.91	0	7.95	6.03
Cannock Chase	2.26	1.09	0.04	0.10	3.20	1.53	0	8.23	6.69
The Hurlet	1.07	1.09	0.04	0.10	1.99	1.18	1.18	5.46	5.47
Total	**6.18**	**3.28**	**0.11**	**0.25**	**7.19**	**4.62**	**1.18**	**21.64**	**18.19**



In 2023 we will:

- *Increase our understanding of Scope 1 emissions, during the servicing and maintenance of any air conditioning units installed at our sites,*
- *Complete the seasonal commissioning of The Hurlet, work with the manufacturers of the cremator, the Hurlet staff and other Horizon sites to share best practice and reduce CO2 emissions from the cremator,*
- *Aim to have all of our site's electricity demand (Scope 2) supplied from 100% renewable sources, and*
- *Increase our understanding of our value chain Scope 3 emission to include:*
    - *Purchased goods and services (e.g., Personal protective equipment (PPE), memorials), and*
    - *Capital goods – (e.g., IT equipment, office furniture).*

Renewable Energy Generation

To date, we have solar photovoltaics (PV) panels installed at two of our facilities in Cannock Chase and The Hurlet and have generated a combined 9,134.08kWh of energy in 2022, equivalent to heating an average-sized house for 8.5 months or driving 27,400 miles in an electric car. It was not deemed appropriate to install solar PV at Clyde Valley and Garnock Crematorium due to the prevailing weather conditions.

In 2022 9,134.08kWh of electricity was generated by onsite solar PV.

Photo: Solar PV, Cannock Chase

In 2023 we will review the capacity and operational efficiency of onsite renewable energy generation at our existing sites, maximise the opportunity for onsite renewable energy generation at our planned sites and investigate opportunities for alternative onsite renewable energy generation at Clyde Coast and Garnock Valley.

On our journey to net-zero carbon, we are dedicated to going above and beyond industrial expectations and have identified and funded certified tree planting schemes at two of our sites, Clyde Coast and Garnock Valley and The Hurlet. Cannock Chase is excluded because the site has valuable grasslands which would be eroded by extensive tree planting.

Carbon Sequestration

Working in partnership with Eadha, the Lochwinnoch-based social enterprise and nationally recognised experts in woodland creation and sustainability, Clyde Coast and Garnock Valley Crematorium and The Hurlet planted 1,555 native and rare species trees on behalf of families in 2022. The cost of the trees, the planting, and the on-going management and care will be covered by the crematorium at no extra cost to families, supported by the knowledge and assistance from the expert team at Eadha.

The trees planted include the beautiful Scottish Aspen and the ultra-rare Arran Whitebeam, alongside native Birch, Alder, Willow, Juniper, Hazel and Rowan. Our on-site tree-planting projects and other green-energy moves provide the following benefits:

- Sequestration of carbon dioxide from the atmosphere,
- Enhance local environments and biodiversity,
- Improve soil and air quality,
- Reduce risk of flooding, and
- Promote community well-being and health.

The figures for trees planted in 2022 at our three sites are shown below. The table also shows the number of trees planted prior to 2022, which are continuing to sequester carbon, clean the air and buffer the local hydrology.

In 2022 we planted 1,555 trees at our three sites

Site	2022	2019-2021
Clyde Coast and Garnock Valley	994	1273
Cannock Chase	80	70
The Hurlet	481	91

It is worth understanding how much carbon dioxide these trees will sequester and lock away through their life, through photosynthesis. Once sequestered the carbon is stored in the forest within living biomass, soil and litter and contributes to the carbon stock. The rate of carbon sequestration depends on the growth characteristics of the tree species, the conditions for growth where the tree is planted, and the density of the tree's wood. It is greatest in the younger stages of tree growth, between 20 to 50 years. A typical tree can absorb around 21-31.5kg of CO_2 per year, depending on species and conditions however this figure is only achieved when the tree is fully grown, with saplings absorbing significantly less than this. Over a lifetime of 100 years, one tree could absorb around a tonne of CO_2. To compensate 1 tonne of CO_2, 31 to 46 trees are needed.

Peter Livingstone, founder of EADHA Enterprise's explains:

"We feel that Planting a Tree for Every Life and Service is an enlightened idea, and one that brings benefits on a number of levels – from giving comfort to families through to tackling climate change, carbon management and biodiversity loss.

Scotland is one of the most deforested countries in the world with less than 2% remaining of the country's original ancient woodland.

The trees we will be planting at the Clyde and Garnock Valley Crematorium and The Hurlet have been nurtured from local seed cuttings, helping to preserve local genetics and creating trees uniquely suited to the local environment. We will also be planting rare and locally extinct tree species, helping add to important conservation efforts. We believe that planting a tree is a noble gesture in itself and a highly fitting memorial to a life.

We also know that planting a tree as part of a vision to restore a healthy and native forest ecosystem represents a wider act that will ultimately help to enhance and heal our local environment too."

In 2022 the trees we planted will sequester and offset between 33 and 50 tonnes of CO_2 per year.

Over a 100-year period if all the trees survive, they will sequester roughly 1,555 tonnes of CO_2. In total to-date, the trees we have planted will sequester c. 2989 tonnes of CO_2 over a 100-year life.

Photo: Tree Planting at The Hurlet

Air quality

Cremation produces emissions to air associated with fossil fuel combustion as well as emissions related to the material being combusted. Emissions can be reduced by operating the cremators efficiently, installing the correct abatement technology, regular maintenance and timely repair, if a fault is identified. We have evaluated the air quality impacts during the design of our facilities and reviewed these impacts during our double materiality assessment.

The volume of cremations and time intervals between cremations also impacts on air quality and the release of GHGs, such as carbon dioxide. The higher the volume and the shorter the delay between cremations, the lower the emissions. Whilst this may seem like best practice, it may also mean delaying a cremation for a period after the funeral service. Horizon is acutely aware that this practice of 'holding over' may impact on people's expectations of our service and be unacceptable to some. Consequently, we have avoided this practice. Consequently, we have avoided this practice.

In 2023 we will seek stakeholders' views on how we can address this matter and develop a green funeral plan with an option for people to allow holding over of the deceased, to allow us to operate our cremators more efficiently.

Photo: Clyde Coast and Garnock Valley Sunrise

Electric cremators

Alternative technologies, such as electric cremators are now becoming available. However, there is little independent data to validate the claims that are made by manufacturers, regarding their performance or impact on air quality and GHGs. We wish to ensure that we are using the best available technology (BAT).

In 2023 we will work with independent experts to understand the differences in efficiency of gas and electric cremators.

Mercury abatement

Mercury is present in crematory emissions primarily through silver amalgam dental fillings present in the deceased and through the general bio-accumulation in the body over a life. During cremation, volatilisation of mercury occurs and, if unabated, it is emitted into the atmosphere.

Exposure to the metal is linked to damage to the brain, nervous system and fertility with crematoria having historically being responsible for around 16% of the UK's mercury pollution[2]. Strict rules for crematoria to limit mercury pollution with special equipment by 2012 were announced in 2005. However, because it is difficult to fit abatement equipment in older or listed buildings an abatement trading scheme was set up to penalise, but nonetheless allow the operation of older facilities. 15 years later several facilities are still operating without mercury abatement often in built up areas.

All Horizon crematoria have mercury abatement technology installed.

Air Pollution Control Residue (APCR) contains the mercury from the abatement technology installed. This waste is collected by Future Industrial Services who take the residue to their facility. They recover the mercury which is 99.9% pure from the residue ash for re-cycling.

NO_x emissions

Every cremation produces NO_x, (nitrogen monoxide and nitrogen dioxide) mostly arising from the chipboard and MDF coffins used in cremation. NO_x contributes to the formation of smog and damages human lung tissue. The Department of Environment, Food and Rural Affairs (DEFRA) have published a report that Nitrogen dioxide (NO_2) alone causes 23,500 attributable deaths per year in the UK. Currently NO_x emissions are not regulated in the UK or Process Guidance Note 5/2 (12) Statutory Guidance for Crematoria.

The usual process for NO_x avoidance is a urea (ammonia) injection. This deNO_x technology, which can potentially filter out the harmful emissions released into the atmosphere by up to 80 per cent, is used by a handful of crematoria across the UK, as the technology requires a very narrow process window, with a constant flu gas volume, to ensure there are no unintended consequences. A cremation process, however, produces a fluctuating flue gas volume so that it cannot be controlled with sufficient precision to provide the required process window. Even very minor errors in the dosing volume of the injection, in relation to the actual flue gas volume, will lead to a massive emission of ammonia.

[2] Maloney SR, Mercury Emissions from Crematoria, Thesis submitted for the degree of Master of Philosophy Leicester University, 2008

The use of this technology as BAT, will be addressed in 2023 when the Process Guidance Note 5/2 (12) Statutory Guidance for Crematoria is updated, following consultation with the industry.

In 2023 we will review and evaluate the best available deNOx technology available and provide input into the updating of Process Guidance Note 5/2 (12) Statutory Guidance for Crematoria.

Environmental incidents/accidents (including noise and odor)

We ensure that all our sites are properly commissioned and operating within regulations and permitted allowances. We conduct routine inspections and maintenance and carry out repairs as soon as they are required.

All our staff are trained to deal with environmental incidents and accidents.

In 2022 we had no environmental incidents or accidents.

Photo: Sunset at Cannock Chase

Photo: Wildflowers, Cannock Chase

Biodiversity

Biodiversity Net Gain (BNG)

Biodiversity Net Gain (BNG) is an approach to development that leaves biodiversity in a better state than before. Where a development has an impact on biodiversity it encourages developers to provide an increase in appropriate natural habitat and ecological features over and above that being affected in such a way it is hoped that the current loss of biodiversity through development will be halted and ecological networks can be restored. BNG is to be a mandatory element of the English planning system.

BNG relies on the application of the mitigation hierarchy to avoid, mitigate, or compensate for biodiversity losses. It is additional to these approaches, not instead of them and involves the use of a metric as a proxy for recognising the negative impacts on habitats arising from a development and calculating how much new or restored habitat, and of what types is required to deliver sufficient net gain.

We have undertaken baseline ecological surveys at each of our sites and are actively working to enhance the biodiversity, through the installation of SuDs, site specific planting, and careful maintenance. We are:

- Implementing planting schemes using native species related to the local site,
- Ensuring a structured approach to planning and designing gardens of remembrance to provide for native species, wildlife, and the wishes of visitors to the grounds,
- Encouraging habitats for wildlife,
- Reducing the amount of pesticide and herbicide used, and
- Maintaining good horticultural practice.

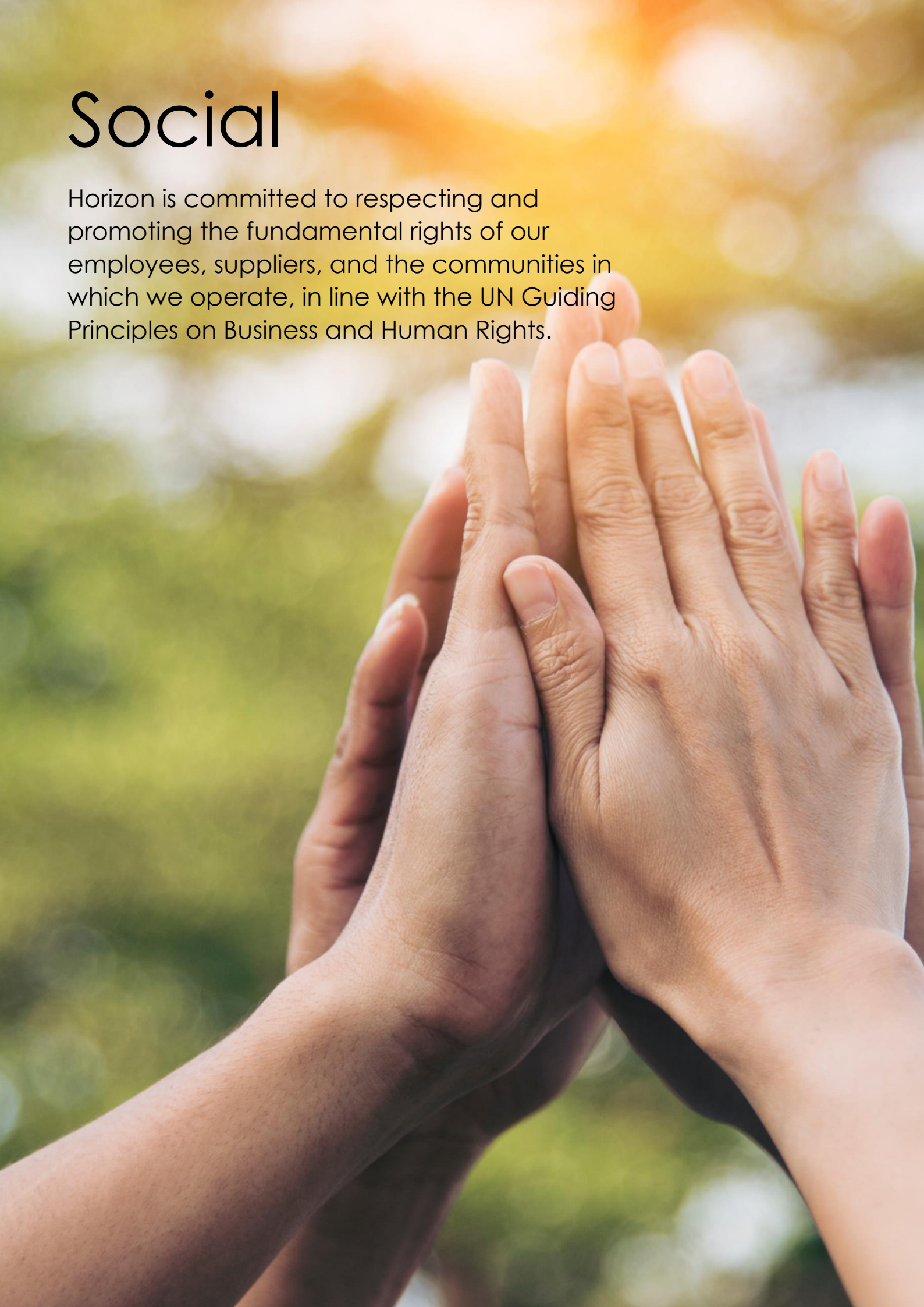
At The Hurlet and Cannock Chase sites, all compostable material arising from grounds maintenance and floral tributes, is composted onsite and used onsite. At Clyde and Garnock Valley, this is not possible due to enforced restrictions, so the compostable waste is processed offsite.

Photo: Bird nest, Clyde Coast and Garnock Valley

In 2023 we will develop a BNG strategy for each of our existing sites and maximise the BNG opportunities at proposed sites.

Social

Horizon is committed to respecting and promoting the fundamental rights of our employees, suppliers, and the communities in which we operate, in line with the UN Guiding Principles on Business and Human Rights.



Our Staff

Our employees are essential in delivering our high-quality services, and we are proud to hire and retain the best talent in the industry. Their health and well-being are our upmost priority, and we demonstrate our appreciation to our team in the following ways:

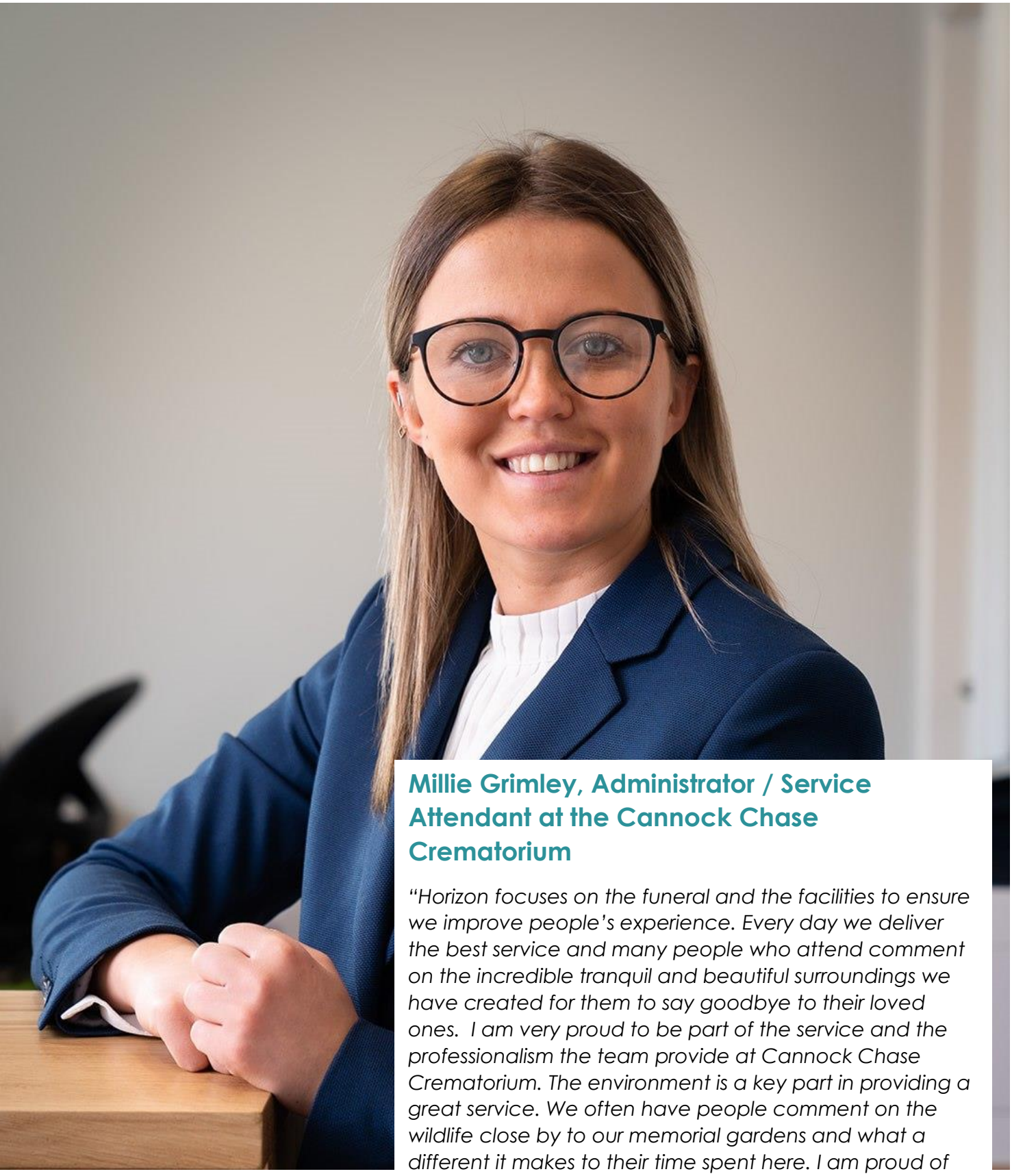
- We aim to be sex, age, gender, disability, religion and colour-blind in our recruitment, actively encouraging diversity within the business and the industry.
- We provide training and career progression opportunities, ensuring our employees remain satisfied, motivated, and passionate about their work.
- We contribute to and provide pension and healthcare benefits to all permanent employees.
- We are a living wage employer and review staff performance and compensation annually.
- We allocate each employee 25-days annual leave in addition to bank holidays each year to ensure employees enjoy their personal lives and spend more time with loved ones.

To ensure we are listening to this key group of stakeholders, and that the staff truly are feeling appreciated, we will conduct our first staff survey in 2023.

Photo: Defibrillator installation, Cannock Chase

David McNaughton (Manager at The Hurlet Crematorium) after winning 'Best Crematorium in Scotland' at the 2022 Scottish Funeral Awards:

"I am very proud of the service we provide here at The Hurlet Crematorium. It is all down to having a highly professional and dedicated team who want to give the best experience they can to each family. I am proud too, of the work we do in the community, and of our fantastic, spacious and tranquil building. I feel we have created a very special place here and so I couldn't be more delighted that we have now been recognised as the best crematorium in the country."



Millie Grimley, Administrator / Service Attendant at the Cannock Chase Crematorium

"Horizon focuses on the funeral and the facilities to ensure we improve people's experience. Every day we deliver the best service and many people who attend comment on the incredible tranquil and beautiful surroundings we have created for them to say goodbye to their loved ones. I am very proud to be part of the service and the professionalism the team provide at Cannock Chase Crematorium. The environment is a key part in providing a great service. We often have people comment on the wildlife close by to our memorial gardens and what a different it makes to their time spent here. I am proud of the work we do for the community, and I love that we involve voluntary community groups in creating items to better our crematorium. In the two years we have been open we are pleased to have raised lots of money for different charities."

Murray Hamilton, Cremator Technician at the Clyde Coast and Garnock Valley Crematorium

"I am Proud to contribute to the work done here at Clyde Coast and Garnock Valley Crematorium, it is an incredibly interesting job and I've learned and continue to learn so much while working here, I am grateful for the opportunity to get to grips with the incredible machinery employed on site. Every day its fascinating to watch and interact with the staff and funeral directors that come up to this wonderful building. The scenic surroundings help put families at ease when they arrive especially when the sun is shining. We have a composter to help make use of our discarded floral tributes. Also, a tree is planted for every cremation we do on site contributing to the re-forestation of the landscape and helping to further reduce our carbon footprint. Overall, I am very thankful for the opportunity to work for a company like Horizon."

Inclusion and Diversity

We believe that inclusion, diversity and fairness are core tenets of a sustainable business. Advancing progress on inclusion and diversity will help us to attract and retain the best staff and provide our customers with the understanding and respect they require, at the most difficult of times.

Inclusion and diversity are rooted in our values and strategy. It is important that our stakeholders feel included and respected by Horizon, regardless of gender, age, nationality and other identity characteristics.

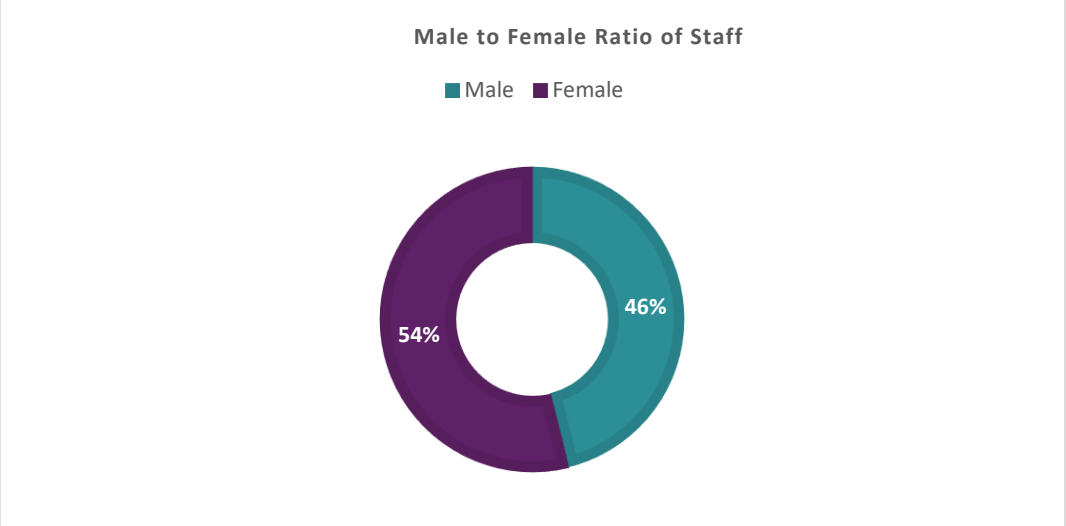
In 2022 54% of our full-time operational employees were female.

Age demographics of Horizon staff

Age group	Manager	Assistant Manager	Crematorium Assistant	Crematorium Operative	Crematorium Administrator
Under 25				1	
Age 25 - 34		1		1	1
Age 35 - 44	1	1	1	2	
Age 45 - 54	1	1	1		
Age 55 - 64	1				
Age 65 and over					

Our intention is to achieve a natural balance in our staff, that reflects the communities in which we operate.

Male to female ratio of Horizon's operational staff



It is clear however that we lack ethnic diversity within Horizon. We believe that this lack of ethnic diversity may be a function of the communities in which we operate and from where our staff are drawn.

Unfortunately, we do not appear to be alone and this appears to be an issue that needs to be addressed by the industry. We will however, be proactive as a company.

In 2023 we will:

- **Operate non-discriminatory recruitment practices, review all our applications blind,**
- **Raise awareness of discrimination with our managers through relevant training,**
- **Continue our community engagement activities to break down the barriers to underrepresented elements of the communities we serve, from joining our profession, and**
- **Work with the wider industry to address any actual or perceived barriers to attracting and retaining employees from underrepresented groups.**

Staff Development

We believe that to provide the best possible experience for our clients, in the safest way, and with the minimum impact on the environment, all our staff should receive the training they require, to enable them to operate to the highest standards.

All of our crematorium operators and technicians hold either the Institute of Cemetery and Crematorium Management (ICCM) or the Federation of Burial and Cremation Authorities (FBCA) Crematorium Technicians Training Scheme (CTTS) qualification.

19% of our staff received internal promotions in 2022

On average our employees each received a total of 3.5 days' training in 2022

Photo: Investing in our Staff

Photo: Landscape Management, The Hurlet

Health and Safety

The health, safety and wellbeing of our staff are vitally important to Horizon. We fully recognise that our employees face safety risks and we take these risks very seriously. Our goal every year is to have zero fatalities, to record near misses and Lost Time Incident (LTI) and in a year where there has been an LTI, to reduce the rate by at least 10 percent compared to the previous year.

50% of our employees have professional Health and Safety qualifications

Throughout 2022 there are regular safety activities at each of our sites. These include, among other activities, workplace inspections, safety training and employee engagement. The Managers of each of our sites have specific responsibility for Health and Safety and meet regularly to share knowledge and best practice

In 2022 Horizon had zero Lost Time Incident's (LTIs)

Community

Horizon's crematoria are an essential part of the community infrastructure in the areas where we operate. It is important for us to encourage a better understanding of cremation and to play our part in leading local conversations about death and dying. We promote guided tours and open days at our facilities. Across the 3 sites in 2022 we participated in a total of 33 community engagement days as seen from the data below.

Site	# of Community Engagement Days
Clyde Coast and Garnock Valley	8
Cannock Chase	15
The Hurlet	10

With the success of our three operating sites across Scotland and England, we are pleased to be able to expand our business further afield, with plans in place to build new crematoria in England. It is critical, however, that the local communities and economies in which we operate benefit from our services and investment. As such, we proactively consult members of the public and local governing authorities before purchasing and developing land to ensure we create positive relations with new stakeholders. We are currently working with Commonplace – a consultancy that measures community attitudes - to understand how sentiment mapping can be used to enhance this further.

Photo: Community Engagement, Cannock Chase

Charitable Activities

Our sites raise awareness of and funds for local charities through information leaflets and charity boxes available at our crematoria. Money which is gratefully collected is match-funded by each crematorium and distributed to charities in person.

We also have membership of the ICCMs Recycling of Metals Scheme and since opening, we have been able to donate over £100,000 to local causes through the generosity of the families who allow us to recycle metals from implants and coffin construction materials, since we opened.

Our three sites supported a total of 11 local charities in 2022, donating over £56,000.

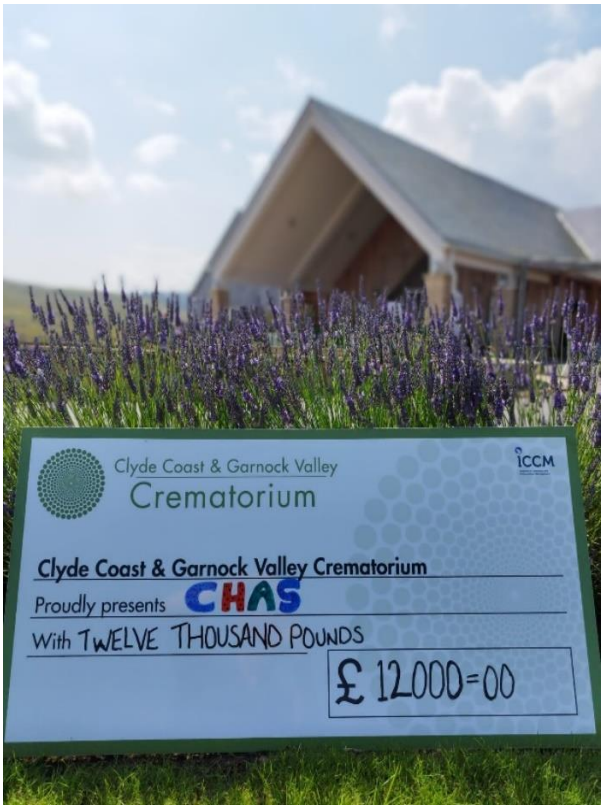
Photo: Supporting our Local Charities

Photo: Supporting another Worthy Cause

Case Study 1: £12,000 donation to CHAS

Clyde Coast and Garnock Crematorium Manager, Jennifer Hamilton, says:

"It is wonderful to be able to donate the incredible sum of £12,000 to CHAS in support of the essential services they provide for children and their families across Scotland. We are very aware that the fundraising activities of hospices had been massively curtailed during the pandemic and yet their services have never been more in demand. Our heartfelt thanks go to each and every family who have given us permission to recycle metals following the sensitive cremation of their loved one. We are immensely proud of our participation in the Recycling of Metals Scheme. Since we opened our doors in 2018 we have been able to donate a massive £80,000 to local Hospices to assist with the provision of vital services within our communities."



On behalf of CHAS, Maxine Campbell from the Community Fundraising Team added:

"We cannot thank Clyde Coast & Garnock Valley Crematorium enough for their incredible support. The past two and a half years have been very difficult for CHAS and our families. We have adapted our level of support through our different services; introducing our Virtual Hospice and developing our work within hospitals in order to further support the children and families we care for and this couldn't have been possible, had it not been for the unwavering support of the Crematorium."

Jennifer Hamilton added:

"Care, Compassion, Kindness and Community are at the heart of everything we do here at Clyde Coast & Garnock Valley Crematorium, and to be able to honour the memory of loved ones by supporting our community hospices is something that we are extremely proud of, and something that we are sure brings great comfort to the families who have come to us for care."

Case Study 2: £15,000 donation to Sands

Cannock Chase Crematorium Manager, Jo Walker says:

"We are delighted to donate this substantial sum of money to Sands. Baby loss has a wide reaching, devastating impact on the lives of all those involved. We wanted to support the invaluable work of Sands to support anyone affected by the death of a baby and fund research to save babies' lives.

"This donation has only been made possible because families, in those very difficult days following the death of a loved one, have made the selfless decision to consent for us to collect the metals following cremation.

We understand this is a sensitive subject and we want to extend our gratitude to those families who have enabled this to happen. Their consent is vital to the ongoing success of the scheme. We want those families to know that their decision has enabled Sands to help other bereaved families."

Sarah Finnigan, Regional Volunteering Lead, Sands, said:

"It has been a pleasure to work with Jo and the team at Cannock Chase Crematorium over the past few years, whilst they created this brand-new facility in Norton Canes. The team are so supportive of bereaved families and have a dedicated memorial garden for families whose baby has died."

"I am delighted to receive this generous donation from them, which will allow us to continue to save babies lives, provide vital bereavement support to families whose baby has died and improve bereavement care across the UK."

"Our heartfelt thanks go to the families who have given their permission for the recycling of metal items, and to the crematorium staff who nominated Sands. We are very grateful for the support of local crematoriums and the ICCM's invaluable metals recycling scheme, which helps to ensure our work continues."

Photo: Cannock Chase Charitable Donation

Governance

Horizon is fully committed to ethical business practices, and we aim to conduct business lawfully, appropriately and with honesty and integrity. We adhere to applicable laws and regulations, exercise sound judgment and take actions to minimise negative impacts from our activities on people and the planet.

Horizon Cremation Board of Directors

Horizon's Board of Directors has oversight duties for all the company's activities, including those related to the management of sustainability subjects and plans, while responsibility for the execution of the sustainability strategy lies with the executive leadership team through the Operations Board. As of 2022, the Board of Directors receives monthly updates on ESG matters and conducts a formal Board review.

Horizon's approach to implementation of its sustainability consists of:

- Training relevant employees on strategies and policies and how they can contribute to their implementation
- Embedding sustainability considerations early on in business decision-making
- Using formalised governance structures to review implementation
- Reporting annually, from 2022 on our progress, through our ESG Report
- Compliance with Policies, Standards and the Employee Handbook

We have instilled governance within our company to demonstrate our values and business policies with the upmost transparency.

We are confident that our employees behave appropriately and do the right thing both within and outside of the workplace. Our Employee Handbook, made available to each employee, explains the standards we set ourselves and is crucial in us delivering the highest quality of service possible. In 2022 we continued to expand our policies, following guidance and recommendations provided by an independent environmental consultancy.

We extend the same level of protection to our customers and take full responsibility for protecting personal data such as names, addresses and financial information given to us through visits to our websites, calls, emails, and purchases. It is essential we retain this information to deliver and perform agreed contracts with customers and is equally important it is protected from unauthorized use and/or sharing. We allow all customers to manage their data according to their rights under the Data Protection Act 2018, as described in our privacy policy found here:

https://horizoncremation.co.uk/privacy-policy

In 2022 there were no prosecutions or proceedings against Horizon.

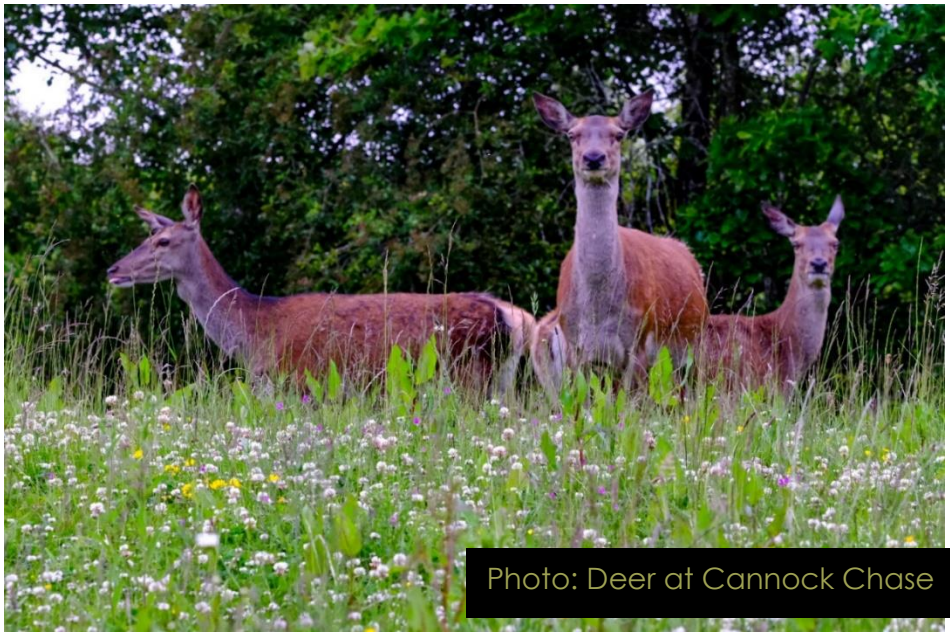


Photo: Deer at Cannock Chase

Summary of Policies and procedures Adopted 2022

Environmental Policy
Horizon's Environmental Policy requires employees to be thoughtful about the impact of their practises on the environment and undertake sound practices, including on waste in daily operations. It requires employees to actively participate in relevant environmental training and campaigns.

Energy Management Policy
Closely linked to our Environmental Policy, this addresses how we minimise energy and water use, from construction through to operation and how this can help us reduce our climate change impact.

Waste and Recycling Policy
Outlines general sourcing principles to support circularity, guidance for materials sourcing and selection and waste management procedure.

Travel and Fuel-Efficient Driving Policy
Produced to assist our staff in travelling safely and fuel efficiently, to work and on company business.

Whistleblowing Policy
Our Whistleblowing Policy describes the process for all employees, Board members, business partners and other stakeholders of Horizon to report any serious and sensitive concerns.

Modern Slavery Policy
Outlines how we address modern slavery within our company and our supply chain.

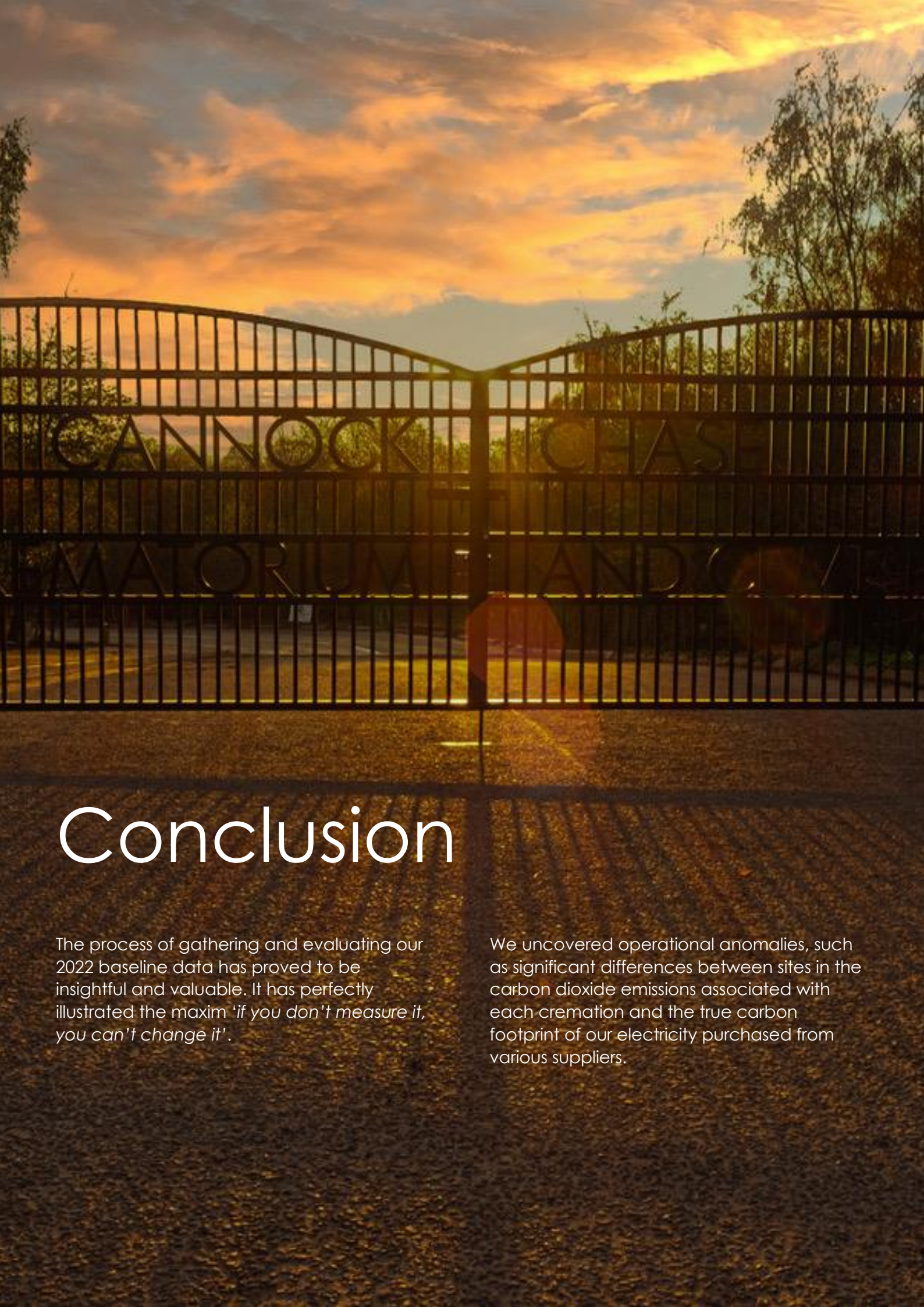
Living Wage Policy
Outlines our commitment to paying all our employees the real Living Wage.

Ethnicity, Discrimination and Inclusion Policy
This Policy outlines Horizon's ambitions and commitments to create an equitable, inclusive and diverse workplace. It provides an insight into the collective responsibilities within the company to ensure all employees understand how they can effect change to create a culture of inclusion.

Health and Safety Policy
Horizon's Health and Safety policy sets out the commitment to maintaining safe and healthy working conditions for all employees.

Risk Management Policy
This outlines how Horizon identify and manage risks within the workplace.

Supplier Questionnaire
This document outlines how we implement risk assessment, management systems, traceability, audits, reporting and disclosure in our supply chain. It outlines our three core objectives for our procurement: responsible, transparent, and traceable.



Conclusion

The process of gathering and evaluating our 2022 baseline data has proved to be insightful and valuable. It has perfectly illustrated the maxim '*if you don't measure it, you can't change it*'.

We uncovered operational anomalies, such as significant differences between sites in the carbon dioxide emissions associated with each cremation and the true carbon footprint of our electricity purchased from various suppliers.

These investigations have also demonstrated how difficult it will be for us to reach carbon net zero quickly. There are, however, steps we can take towards this ambition. Initially we will:

- Fully implement our energy management policy,
- Investigate anomalies in LPG and electricity consumption between our sites and seek to bring the less well performing to the standards of the best,
- Install submetering on our LPG and water supplies,
- Review our arrangements for the supply of electricity to our sites to ensure we are maximising 100% renewable electricity,
- Review biogas options for each site,
- Undertake an independent assessment of different cremator technologies to inform future purchases of cremators,
- Investigate the potential for NOx abatement equipment at new sites and if viable, plan the retrofitting of NOx abatement at existing sites,
- Work with the supply chain to better understand the issues surrounding dimensional cut stone used for memorials and develop a UK supply chain,
- Develop a 'green funeral option' for mourners at all our sites that will allow holding over of the deceased (with consent only), a range of memorials with lower environmental impacts, encouraging people to reduce car journeys to services and minimising the plastic arising from floral waste,
- Operate non-discriminatory recruitment practices to enhance ethnicity, diversity and inclusion (EDI), reviewing all applications blind,
- Raise awareness of discrimination with our managers, through relevant training,
- Continue our community engagement activities to break down the barriers to underrepresented elements of the communities we serve, from joining our profession,
- Gain further insight into the impacts of transport choices.

Photo: Service at The Hurlet

- Work with the wider industry to address any actual or perceived barriers to attracting and retaining employees from underrepresented groups,
- Ensure that the new buildings we construct will reduce their embedded carbon, as well as operational carbon,
- Undertake the stakeholder sentiment mapping, to ensure we listen to a broad range of stakeholders to help us continue to provide an exemplar service to our clients,
- Undertake Biodiversity net gain (BNG) calculations at all operational sites that can give us a benchmark going forward,

These actions will allow us in Q1 2024 to review our progress against our 2022 baseline and establish a target date to be net zero carbon.

This initial phase has also highlighted that there is a lack of benchmark data within the industry. This makes it impossible for us to evaluate how we are performing against the average and best crematorium operating in the UK. We will raise this issue within our regulatory body, industry bodies and fellow crematorium operators.

Created on behalf of Horizon Cremation Limited by Thomson Environmental Consultants Ltd

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