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Shared Business Services



NHS SBS Green Plan 2023 – 2026



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Introduction

At NHS Shared Business Services (NHS SBS), we acknowledge the worsening state of the global climate, as emissions continue to increase each year. The likelihood of moderate to severe impacts across our supply systems, infrastructure, and healthcare requires mitigation and adaptation measures to be adopted cohesively across the health system and its adjacent sectors and at NHS SBS, we take our position in this journey, seriously.

We are dedicated to reducing our carbon emissions in line with the NHS and UK government Net-Zero strategy and have a target to hit Net-Zero by 2040. As a part of the wider healthcare system, this document outlines our 3-year Green Plan, demonstrating the NHS SBS carbon reduction strategy, milestones, and associated activities.

This Green Plan seeks not only to reduce carbon emissions but to embed a culture of sustainable practice throughout the organisation. Additionally, we endeavour to utilise our wider sphere of influence with NHS

suppliers, customers, and the wider health family, to encourage and guide others on their own journeys to Net-Zero.

NHS SBS's Green Plan is reviewed and signed off by a Director annually.

At NHS SBS, we are currently in a 'discovery phase' on our journey to Net-Zero which allows us to assess our full potential to affect change within the health sector. This document sets out the journey we will take to enable us to make data-led decisions with the highest level of impact to ultimately reach Net-Zero.



Organisational Vision

NHS SBS is a joint venture between Sopra Steria UK and the Department for Health. The dedicated Social Value and Sustainability (SSV) team within NHS SBS work together with the Climate and Environment teams within Sopra Steria Limited to deliver our green strategies and meet our collective Net-Zero targets.

Our operational workstreams are:

- Employment Services
- Procurement Services
- Finance & Accounting
- Consultancy & Specialist Support
- Digital Innovation Services

Social Value, Sustainability and the Environment are at the core of our strategy, our vision and our philosophy as a business. We recognise that at NHS SBS we are able to make a real difference through the suppliers we work with and the NHS Trusts which benefit from their services.

The 2023 Green Plan seeks to outline our internal Green strategy and is designed to complement work carried out by the wider Sopra Steria Group UK.

NHS SBS delivers, manages and monitors its own environmental policies through our company wide sustainability programme 'Healthy NHS SBS' comprising of three key pillars: 'Healthy People, Healthy Planet, Healthy Purpose.

As an organisation, primarily operating in the business services sector, we do not manufacture, distribute, or purchase physical products beyond IT equipment required for our employees, to conduct their work. As a result, the areas in which we have the greatest potential to affect change are:

1. Through our own internal supply chain
2. Through education and culture in the workplace and;
3. Through our wider sphere of influence across the NHS customers and suppliers we work with.

Governance

Accountability and responsibility are crucial when it comes to making an impact in the fight against climate change. Therefore, we have embedded sustainability throughout our organisation with clear governance, roles and responsibilities.

We engage our teams to inform our decision making through a network of Sustainability Champions and utilise executive accountability to ensure carbon reduction remains a strategic priority. Our core Sustainability and Social Impact team provide the knowledge and expertise to support our position internally and alongside our customers.

Our Social Value and Sustainability Team Structure:



The NHS SBS Social Value and Sustainability team is supported by the Sopra Steria UK Environment and Sustainability team who are responsible for setting and maintaining a centralised Climate and Environmental strategy. This ensures we collectively realise our ambition to achieve net zero emissions by 2040 and wider environmental objectives across the UK business. In addition, the team maintains central environmental policies and external certification for environmental management systems.

This team is also responsible for ensuring that Sopra Steria and its joint ventures, which include NHS SBS, adheres to environmental reporting compliance obligations such as:

- Mandatory Climate-related Financial Disclosures
- Streamlined Energy and Carbon Reporting (SECR)
- Energy Savings Opportunity Scheme (ESOS)
- PPN 06/21 – Net Zero Carbon Reduction Plans.

The Sopra Steria UK Climate and Environmental Sustainability team comprises:

- UK Head of Climate and Environmental Sustainability
- Principal Sustainability Consultant
- Senior Sustainability Consultant
- UK Environment Manager
- Sustainable Supply Chain Co-ordinator.



NHS SBS Road Map to 2030

This Green Plan runs from late 2023 until the end of 2026. We have detailed targets set for the next 3 years to prepare the business for accelerated reduction in emissions by the end of the decade.

This will act as a discovery phase where we improve reporting detail to best understand our hotspots and where to target reduction activity. This is in line with SBTi, we are aiming for a minimum 54% reduction in Scope 1 and 2 (market-based) emissions and a 37.5% reduction in Scope 3 by 2030.



- Carbon baseline
- 100% renewable energy
- Zero waste to landfill
- 100% closed loop paper from 2018

- Social Value and Sustainability team created
- First Green Skills Day hosted
- Sustainability Champions Group hosted

- First staff volunteering days with Sow the City
- New Leeds office achieved a SKA Silver rating for its positive environmental outcomes
- Joined Evergreen framework

- SBTi targets validated
- Commitment to Net-Zero 2040
- 15% energy reduction target – achieved 9.1% reduction in June 2023.

2019

Net-Zero >

- Half commuting journey's taken by car
- Reduce the number of staff who have non-renewable tariffs in their homes
- Engage 100% of NHS SBS supply chain with Net-Zero

2021

- Engage 80% of NHS SBS supply chain with Net-Zero
- Begin carbon reporting on NHS SBS frameworks
- Digital carbon footprint measurement
- Upskill key staff members in sustainability

2022

- Engage 60% of NHS SBS supply chain with Net-Zero
- Publish a best practice eco-commuting policy
- Explore renewable energy in home working
- NHS SBS website transition to clean energy hosting platform

2023



2026

- Review supply chain measurement methods
- Risk assessment progress to Net-Zero 2030 targets – report to key stakeholders.
- Evidence emissions reduction beyond method changes

2025

- Begin to consider circular consumption of IT equipment across NHS SBS,
- Phasing out of non-repairable IT products

2024

- Begin to consider, measure and report water consumption within the supply chain, through both direct and digital consumption.

< Discovery

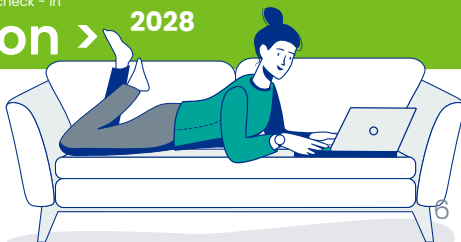
- 54% reduction in Scope 1 & 2 GHG emissions
- 37.5% reduction in Scope 3 GHG emissions

2027

SBTi progress / key check – in

Reduction >

2028



2029

2030

key SBTi deadline

Areas of Focus

As per NHS Green Plan guidance, there are 9 suggested areas of focus. However, as a business services organisation, not all of these are material to NHS SBS, for example, we do not operate in a medical capacity.

In addition to adding Carbon Management as a key area of focus, we have chosen to concentrate on the following areas of impact:

1. Workforce and System Leadership
2. Carbon Management
3. Digital Transformation
4. Travel and Transport
5. Estates and Facilities
6. Supply Chain and Procurement
7. Adaptation.



1. Workforce and system leadership

At NHS SBS we will take a phased approach to educating and upskilling our workforce in sustainability. To communicate to our workforce, we have a clear governance and communications structure which encourages our team members to inform our decisions. We do this through an active Sustainability Champions group which sits across all areas of the business and support as advocates for sustainability goals.

We also have clear lines to our senior leadership team allowing our Social Value and Sustainability Team to inform and guide wider business and policy decisions such as home working, travel and procurement policies.

Our communications team support regular Sustainability messaging through case studies, stories and educational pieces in a consistent way by utilising our 'Healthy NHS SBS' branding.

To upskill our teams, we will use a combination of internally curated training sessions delivered by the Social Value and Sustainability team and external training programmes for key members of staff and those in client facing roles will be rolled out in the coming years. This might include training programmes such as the Carbon Literacy Project.

As NHS procurement specialists, we also have influence and access to many suppliers across the NHS supply chain. As a leader in this field, we intend to utilise the NHS Greener Supply Chain mandate for 2024 (requiring all major procurements to have a Carbon Reduction Plan), to measure, monitor and report on real carbon emissions at an industry level. The aim of the project is to aid the NHS customers in reduction and management of their scope 3 emissions.

2. Carbon Management

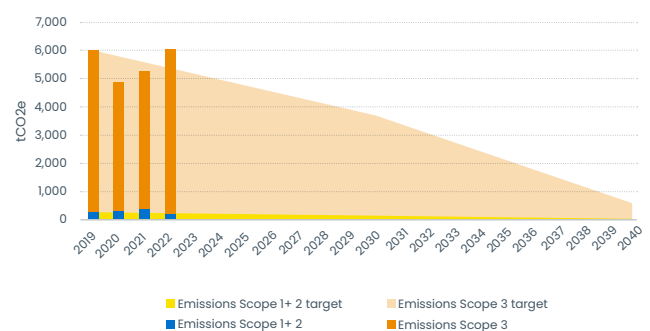
Alongside Sopra Steria UK, we are excited to have committed to the Science Based Targets Initiative and have set a Net-Zero date of 2040 for all Scopes.

Under this approach we define 'Net-Zero' as a 90% reduction in absolute emissions by 2040, the remaining 10% allowing for completely necessary business activity which we foresee as being offset through high quality carbon removal projects.

In 2019, our baseline year, we reported a carbon footprint of 6,000 tCO₂(e). This measurement includes full Scopes 1, 2 and 3 (including our internal supply chain). While our emissions reporting has been to a high standard since we began measurement, in 2024, as part of our continuous improvement programme we will refine our methodologies to understand our environmental impacts further.

A core aim of the next three years will be to gain a deeper insight into emissions trends and hotspots, particularly focusing on commuting, business travel and our supply chain.

Emissions data are currently reported to and calculated by Sopra Steria Group and their UK Environment and Sustainability team. The role of the SSV team in NHS SBS is to use the information to write robust policies capable of facilitating reduction in emissions associated with the organisations activity, both directly and indirectly. As outlined in subsequent chapters this will look like; surveying staff commuting habits, increased frequency in business travel reporting, and supplier risk analyses to understand which areas within the



value chain are at risk of not meeting the NHS Net-Zero requirements.

For our short-term targets and annual carbon reporting, please refer to our latest [Carbon Reduction Plan](#).

3. Digital transformation

Hardware

We intend to update the company use policy to one based on repair rather than replace. Currently Sopra Steria have a 2-year replacement policy on phones and a 3-year replacement for laptops, we are looking to extend this and procure hardware devices which can be repaired easily.

Case Study: DSA Connect

In 2023, we partnered with DSA Connect, an IT asset disposal company committed to ESG responsibilities. They address the environment, by incorporating a circular economy approach as well as social- by providing soon to be prison leavers with training workshops on upgrading and refurbishing equipment for re-use and recycling, contributing towards reducing the possibility of re-offending.



Cloud Storage & Waste Data

As a hybrid, digitally focused business, our priorities over the next three years will be to reduce digital waste and improve efficiencies in our digital storage. Examples of best practice policies around this include; removing unnecessary documents, emails, video stored content, sharing One Drive links in emails instead of attachments, and a full transition to SharePoint. Additionally, we aim to move the NHS SBS website to clean hosting platform by the end of 2024, powered by renewables.

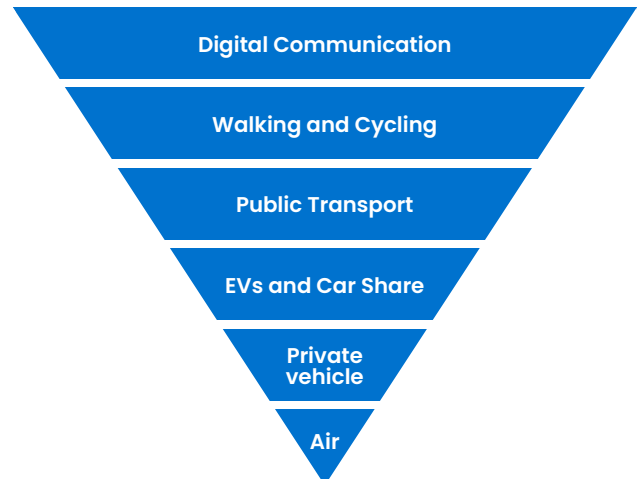
To begin our digital transition, we are building a methodology to report our paper baseline which considers all printing, invoices and postage we use and receive.

Whilst we work towards paperless, we commit to continue procuring all paper with recycled and remanufactured closed-loop paper. Closed-loop paper requires 72% less energy and 53% less CO₂ emissions than fresh-fibre paper.

4. Travel and transport

NHS SBS travel emissions are made up of commuting, home-working and business travel. The business doesn't own any vehicles or offer company vehicles as part of any staff packages.

In 2024, we aim to report true commuting and home-working carbon emissions data using employee surveys. The data gathered will inform our travel policy updates during 2024, which will aim to guide staff to make the best choices when travelling to work. Using a transport hierarchy we'll work to understand barriers to better decision making by staff and explore ways in which NHS SBS can support lower emissions travel.



Business travel at NHS SBS consists of mostly internal and client facing meetings in the UK, primarily within England. Following the pandemic these are likely to increase, therefore we will measure the implications of car vs. rail travel and look to create a car-share policy where remote areas are needed to be accessed.

5. Estates and facilities

NHS SBS operates to an ISO 14001 certified environmental management system. It is a tool used to monitor, manage, and continually improve its environmental performance. External ISO audits are carried out by DNV, a UKAS-accredited certification company.

Energy Management

Since 2019 NHS SBS, at its managed offices have raised the proportion of electricity consumed from renewable sources to 100%. These are backed by Renewable Energy Guarantees of Origin (REGO) certificates.

Energy consumption is managed by a process of rigorous data collection. This is also used for mandatory compliance reporting obligations such as SECR and ESOS. NHS SBS has aligned itself with Sopra Steria UK in an ambitious 15% reduction for overall usage energy use for 2023, when compared with 2021. As of June 2023, figures were showing a 9.1% reduction in electricity usage, and a 15% reduction in carbon emissions.

At two of Sopra Steria UK largest sites CT electricity sensors have been installed in different zones so a granular look at energy use can be obtained and actions taken against hot spots. Findings if applicable to other offices, including NHS SBS ones, will be communicated to facilities managers, to best inform energy reduction measures.

Following a recent energy audit, we are trialling an increase in the temperature of our communication rooms and data centres to reduce the burden placed on cooling systems. Temperatures will be increased in increments of 1oC from a starting point of 19oC to a maximum of 24oC.

Regular maintenance of all plants and equipment are carried out to ensure compliance standards are met, and in some cases beyond standard compliance requirements. This ensures equipment is maintained to the highest standard ensuring it remains energy efficient. Air conditioning

systems are regularly checked for leaks of F Gases, highly potent greenhouse gases, used in the cooling process. Leaks are repaired without undue delay and a post-repair leak test is undertaken within one month. All mechanical and electrical work is undertaken by a company-wide contractor, CBRE who are a new partner managing the work for all our sites.

Long term projects, such as the replacement of outdated heating systems and older T8 light fittings with energy-efficient LEDs are scheduled into sites that remain in situ or have long leases. For example, at Sopra Steria UK, in the head office in Hemel Hempstead, we replaced an old oil-fired system, with a gas-fuelled one. This helped reduce GHG emissions, as well as resulting in energy saving costs of more than £28,000 a year.

Greening our Offices: Management Activities

100% of our waste, from regular collections managed directly, is diverted away from landfill with recycling rates monitored monthly.

Printer settings set to a default of double sided. Additionally, 'follow me' printing methodology is used which allows users to print to a shared print queue and release their print job from any enabled device. This ensures confidentiality to the user and reduces printed waste from documents left uncollected.

Reusable mugs are used for hot drinks across all our offices eliminating single use plastic related waste. In 2019, a collaboration with the catering contractor at all UK sites with a canteen, including the NHS SBS Wakefield office, enabled plastic packaging of food and drinks to be replaced with alternative plant-based material. This helped Sopra Steria UK to eliminate over 242,000 items of single-use plastics.



Case Study: NHS SBS Leeds Office

In 2022, NHS SBS relocated its largest office in Leeds, to White Rose Business Park. This increased the office's EPC rating from an E to an A, in addition to 169 solar panels currently installed on the building roof. Dedicated cycle parking bays are available and there are 6 electric car charging points. Soon it will benefit from a purpose-built train station for the business park which is due to open late 2023. NHS SBS communications department and commuting policy (coming 2024) will work to encourage an uptake in the number of journeys staff take by public transport, reducing CO2 emissions and pollution from commuting activities.

Additionally, as part of the office renovation the project team and contractor assessed the design, planning, delivery, and construction of a project along with a final occupancy assessment, obtaining a Ska rating of Silver. Over 100 sustainability good practice criteria, covering energy and CO2 emissions, waste, water, materials, pollution, wellbeing, and transport are considered. Features of the Leeds office include:

- All lighting is energy efficient LED and automatically controlled by PIRs (motion sensors) and daylight sensors. The air conditioning refrigerants have low CO2 equivalent emissions
- Insulation with zero ozone depleting potential and global warming potential has been used throughout

- 100% of timber used has been supplied with FSC (Forest Stewardship Council) accreditation
- All flooring specified on the project was either Cradle to Cradle Silver, A rated on the Bre Green Guide or supplied with an Environmental Product Declaration written in accordance with ISO 140025
- All furniture has been sourced from Furniture Industry Sustainability Programme members
- All polishes, paints, primers and adhesives used are water based and low VOC
- All wall coverings and acoustic wall treatments are Cradle to Cradle Gold certified
- The recycling rate was 98% for the Leeds office renovation.
- Surplus office furniture and equipment were either relocated to other Sopra Steria UK sites or donated to local charities and schools. This included 160 chairs, 20 tables, 6 desks and 2 filing cabinets.

Additionally, the new NHS SBS office in Southampton site has an EPC rating of B. Hybrid working is utilised to facilitate emissions reduction, alongside PIR motion activated LED lighting when the office is not in use. The office relocation and renovation in Southampton had a recycling rate of 95%.

6. Supply chain and procurement

NHS SBS's direct supply chain currently accounts for approximately 80% of our carbon footprint, therefore it is an area of key focus for our decarbonisation strategy. In previous years we have been calculating this using average industry data based on spend based carbon convertors. However, to improve this data and reflect more accurately the emissions in our supply chain we will conduct a bespoke measurement for each supplier over the coming 3 years.

We will take a phased approach to data gathering, aiming for 100% of our internal suppliers to be reporting their emissions annually by 2026. Alongside this, supplier specific reduction targets will be created to monitor our suppliers own progress to Net-Zero. We hope this will prepare NHS SBS for its 2027 – 2030 phase where evidenced reductions in carbon emissions will take place within the supply chain.

Secondary to our own direct supply chain emissions, we are able to further influence the NHS's supply chain emissions through our Procurement line of business.

A core function of NHS SBS provides procurement support for the NHS and its Trusts. As a result, NHS SBS has a wide sphere of influence across many businesses with

whom, although it does not directly procure from, we do procure on behalf of the NHS and create Framework Agreements to enable a compliant route to market for the NHS to utilise.

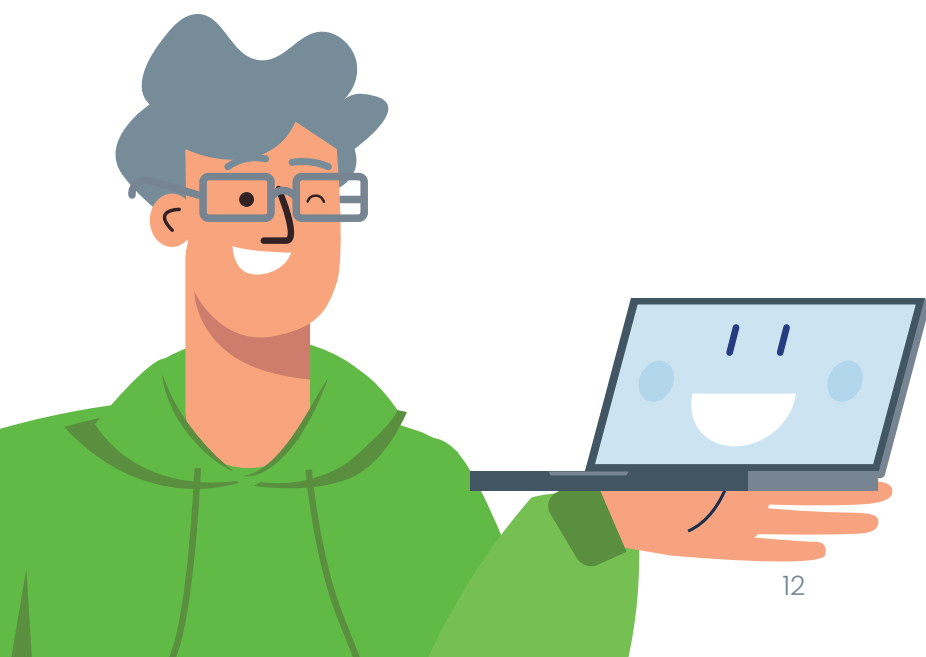
Alongside NHSE we intend to utilise the NHS Greener Supply Chain strategy to request and collect carbon reduction plans annually from all suppliers on all new frameworks from April 2024. We are also exploring options to collect and manage this data to understand the progress to Net-Zero within the categories in which we procure for the NHS.

7. Adaptation

Expected climate change impacts on the business.

- Heatwaves and flooding to prevent travel
- Stress on employees: eco anxiety, school closures where temperatures are above 40 degrees Celsius, those impacted by flooding
- Data centres will need to be assessed for heatwave and flooding impact risk, they are all UK based.

In 2023, Sopra Steria UK will conduct a risk assessment of the physical risks of climate change. We will be reporting this for the financial year 2023 based on the TCFD reporting requirements, which will be published in the annual report.





Reporting and monitoring

This Green Plan is a living document and will be reviewed and updated publicly on an annual basis.

Our targets will be monitored through an internal quarterly check-in with our Environment Manager and Head of Sustainability and Social Value.

Our carbon data for behaviours such as business travel, electricity, gas, and water are collected and reported on monthly as part of wider carbon reporting with Sopra Steria Group. Our carbon reduction plan, showing emissions and short-term targets is updated and published annually, in line with PPN 06/21. You can find our most recently published Carbon Reduction Plan on the Sustainability page on our website.

The five members of our Social Value and Sustainability team will ensure adequate resource and budget is allocated to facilitate NHS SBS transition to a Net-Zero business model.



Director sign-off

Lydia Sullivan
Director of Procurement,
Sustainability and Social Impact

Annex

Table 1: Key Milestone targets at NHS SBS to 2030

Year	Target
2019	Baseline year for carbon emissions reporting against Net-Zero as validated by SBTi.
	100% renewable energy in all offices on a market basis.
	100% NHS SBS waste diverted from landfill.
	Closed loop paper from 2018 across the whole business.
2021	Social Value and Sustainability team created at NHS SBS First Green Skills Day hosted Sustainability Champions Group created
2022	Sow the city day – staff volunteering hours were used to build plant beds in Manchester to aid garden therapy projects conducted by the NHS.
	The new Leeds office, opened 2022, achieved a SKA Silver rating for its positive environmental outcomes embedded in the design and fit of the office.
	NHS SBS first Evergreen assessment completed.
2023	Science-based targets (revised to align to the SBTi Net-Zero Standard) verified, NHS SBS committed to Net-Zero by 2040, a 90% reduction in absolute emissions required with a maximum 10% reliance on carbon removal offsets.
	Data improvement plan to begin for reporting and measurement of carbon emissions for commuting, home-working and supply chain.
	15% energy reduction target in all offices – achieved 9.1% reduction in June 2023.
2024	Collect carbon emissions data from a minimum 60% of NHS SBS internal supply chain
	Set & monitor engagement targets for top 10 highest spend internal suppliers.
	First year reporting true commuting and home-working emissions data, we intend to implement a business-wide 'best practice' commuting policy and encouragement plans to procure renewable energy in home tariffs. We expect these changes to be significant to minimum 10% of NHS SBS emissions.
	NHS SBS website transition to clean energy hosting platform.
2025	Request carbon emissions data from 80% of NHS SBS internal supply chain.
	Utilise the NHS Greener Supply Chain mandate requesting a PPN 06/21 Carbon Reduction Plan (CRP) for all procurements from April 2024 to record and report on Carbon Emissions across all NHS SBS frameworks.
	Understand digital consumption impact through use of computers during working day – e.g., impact of video teams calls vs voice only calls. Monitoring, measurement and reporting processes to be put in place by the SSV team.
	Set supplier reduction and engagement targets for all NHS SBS internal suppliers.
	Identify key members of staff and upskill through training in sustainability. We aim to build a base level of knowledge which might include concepts such as the greenhouse gas effect, net-zero and circular economies.
2026	Key report and check-in on progress in energy consumption across all NHS SBS offices. Assess CBRE measures successes and failures from last 3 years and identify best and worst performing offices.
	A goal to half the number of commuting journey's taken by car.
	Reduce the number of staff who have black (non-renewable) tariffs in their homes (home working).
	Request carbon emissions data from 100% of NHS SBS internal supply chain.
2027 SBTi progress key check-in	Review supply chain measurement methods. We will explore availability and accuracy of product specific emissions, in line with the NHS Greener Supply Chain strategy.
	Progress report in journey to our Net-Zero 2030 targets and beyond to 2040. Communication to the wider business, Senior Leadership and key stakeholders.
	We aim to evidence absolute emissions reduction beyond method changes. We foresee this being achieved through behavioural change within the organisation and reduction achieved within our supply chain.
	Framework reduction targets in place, to inform and assist our NHS customers on their journeys to Net-Zero.
2028	Begin to consider circular consumption of IT equipment across NHS SBS, phasing out of non-repairable products – focusing on laptops, monitors and work phones.
2029	Begin to consider, measure and report water consumption within the supply chain, through both direct and indirect digital consumption.
2030 SBTi reduction deadline	54% reduction in Scope 1 & 2 GHG emissions.
	37.5% reduction in Scope 3 GHG emissions, against a 2019 baseline. We additionally hope to evidence significant and real reductions in our key suppliers against the bespoke measurements taking place in 2024.

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Any questions?

For more information contact sbs.connect@nhs.net

NHS Shared Business Services (NHS SBS) was created in 2004 by the Department of Health and Social Care (DHSC) to deliver corporate services to the NHS. A unique joint venture with Sopra Steria, a European leader in digital services and software development, we make life easier for NHS employees, patients and suppliers, and deliver value for money to the taxpayer.

Proud members of the NHS family, we provide finance & accounting, digital, procurement and workforce services to more than half the NHS in England. Committed to being a force for good, we are dedicated to acting responsibly and sustainably at organisational, team and individual level. Sharing common values and unity of purpose with the rest of the NHS family, our solutions are underpinned by cutting-edge technologies and our teams' expertise, in-depth understanding of the NHS, and commitment to service excellence.

For more information, please visit www.sbs.nhs.uk