

Building a sustainable future

For a leading healthcare charity, committed to building a healthier nation, sustainability has to be top of the agenda. It's an integral part of our strategic planning process and will create long-term value for Nuffield Health, and have a positive impact on society.



“Our aim is to ensure sustainable practices are embedded across the Charity. By working together, we will be a force for change.”

Despite the challenges of 2020, our teams continued to make great progress across our three sustainability pillars – driving positive change in the workplace; ensuring accessibility, engagement and opportunities in the community; and protecting the environment.

Our Central Sustainability Forum, created in 2019, includes people from across the Charity. It meets regularly to update, share ideas, and agree targets to help us meet our goals. We know that, to truly make a difference, every individual needs to be part of the change, so in 2021 we'll be inviting more representatives from our 200-plus sites to join the Forum.

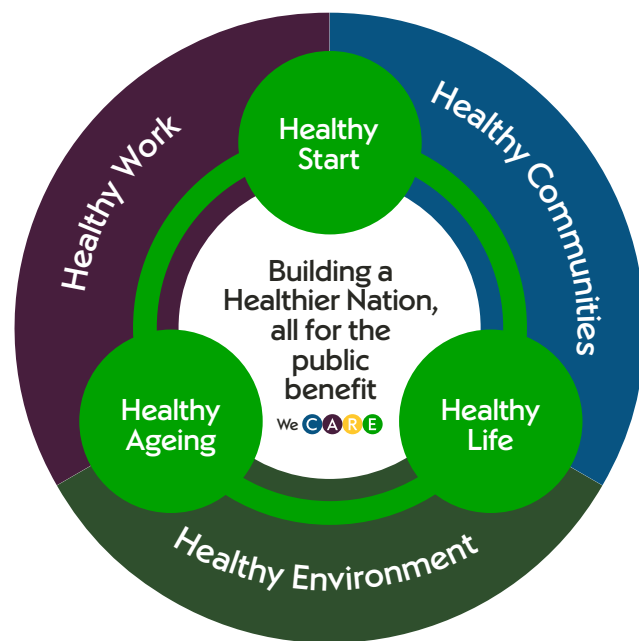
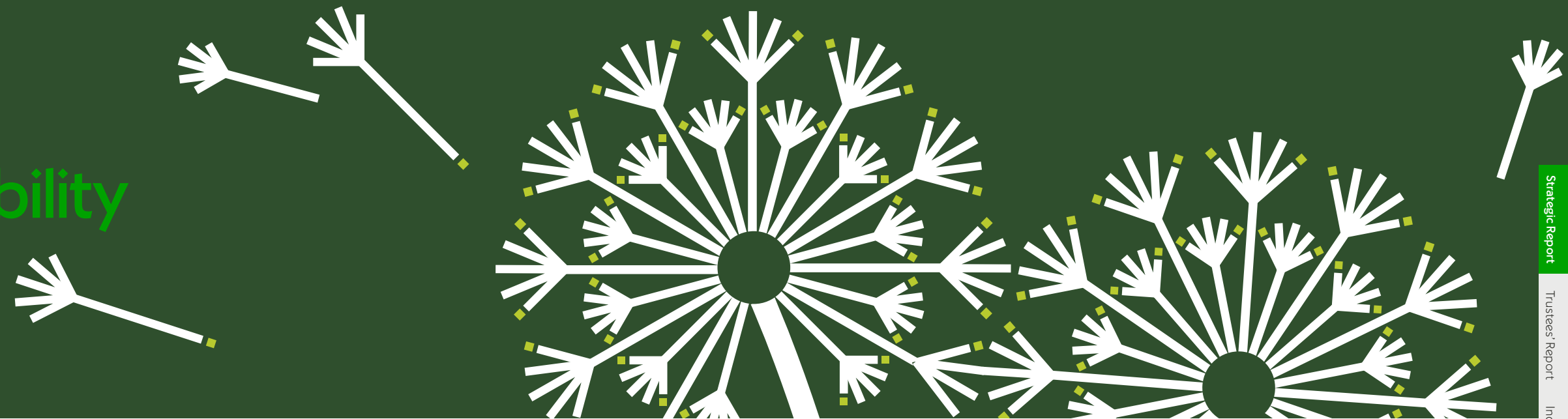
We continue to align our strategies with the United Nations' Sustainable Development Goals (SDGs) most relevant to our Charity, recognising that they aim to achieve a better and more sustainable future for us all. In striving to end poverty, fight inequality, and stop climate change, the SDGs fit with our purpose and our values.

Our aim is to ensure sustainable practices are embedded across the Charity. By working together and evolving our ways of thinking, we will be a force for change. As the world emerges from the pandemic, 2021 provides us with an opportunity to build a more sustainable future. Now is the time to push ourselves further, with our new commitments, so we can help everyone build a healthier future together.

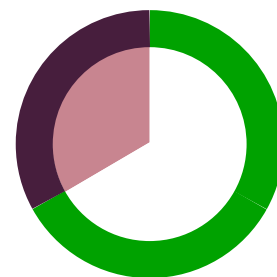


Dr Davina Deniszczyc
Charity and Medical Director

Our sustainability framework



Our 'healthy work, healthy communities and healthy environment' strategy sets out the positive actions we're taking towards developing a more sustainable future. We're looking to drive positive change in the workplace, local communities, and the environment, while encouraging our people to factor sustainability into everything they do.



Healthy work

We aim to provide a stimulating, inclusive and healthy working environment within which our 16,000 people can thrive and achieve their career goals and aspirations.
Read more on pages 66-69



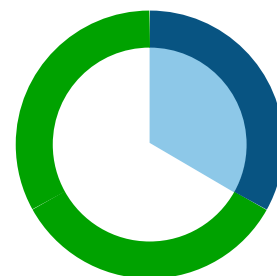
Health & wellbeing
We aim to provide a stimulating, healthy, inclusive and caring working environment for all our people.



Diversity & inclusion
As inclusive employers, we embrace all ethnicities, genders and disabilities, and listen to and welcome all views.



Education & professional development
We provide quality training and education to all our people, in every area of the Charity.



Healthy communities

We engage with the communities in which we operate and stay relevant to their specific needs, ensuring accessibility to services, and providing meaningful work opportunities.
Read more on pages 70-71



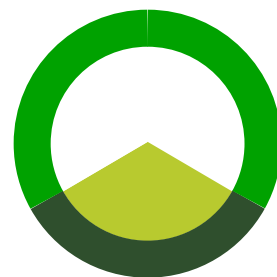
Research, flagships & education
We address unmet health needs, undertake research to improve health outcomes and provide education to communities.



Accessibility & inclusion
We will increase accessibility to those people who can't normally access or afford our services, and aim to create an inclusive environment.

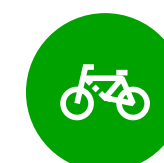


Social mobility
In accordance with the Social Mobility Pledge, we offer structured work experience and apprenticeships for local people.



Healthy environment

We continually look for ways to reduce our impact on the environment in all areas of the Charity, including delivering sustainable healthcare and being environmentally aware.
Read more on pages 72-75



Carbon footprint
We seek to reduce our emissions across the Charity, contributing to a cleaner, healthier environment.



Recycling & waste
We are committed to reducing levels of waste and improving recycling, right across the Charity.



Sustainable healthcare
We aim to minimise wastage and protect precious resources with a focus on creating a healthy supply chain.



Healthy work

Work provides a structure to people's lives and is instrumental in building confidence, self-esteem and financial security. We aim to provide a stimulating and healthy working environment within which our 16,000 people can thrive and achieve their life goals.

Aligned to SDGs:



Health and wellbeing

Supporting our people was a priority throughout the pandemic, whether they were working, or had been furloughed. A Hardship Fund was made available for people in exceptional financial difficulty to help cover their living expenses.

Work undertaken in 2019 to promote an open and supportive culture around mental health issues stood us in good stead as we all tried to make sense of the pandemic.

Regular communications encouraged our people to take time to look after their own health and wellbeing. To help them do this, our Healthy Work hub provided a wealth of information in the areas of emotional, financial, physical and social wellbeing. Our aim was to equip people to respond to the challenges of the pandemic at work and at home.

With COVID-19 impacting people's health and wellbeing in so many ways, 180 Emotional Wellbeing Champions (EWCs) were trained across the Charity to provide a point of contact for anyone struggling to cope or undergoing emotional distress. The EWCs are able to recognise signs and symptoms of mental ill health, and know how to refer colleagues for additional support.

Specific emotional support was made available to our clinical teams who were experiencing unprecedented challenges on the front line, supporting the NHS in the fight against the virus. The leadership team was encouraged to provide help and support to anyone exhibiting signs of distress.



Diversity and inclusion

Nuffield Health is an inclusive employer and we pride ourselves on encouraging a culture that allows all our people to thrive and be part of, and contribute to, our ongoing success regardless of gender, ethnicity, disability and lifestyle.

In July 2020, we created the Equity Forum, comprising around 100 people from across the Charity. The aim is to show people they matter to us as individuals, not just because of their skills but because of their opinions, ideas and diverse life experiences. We want to identify and eliminate barriers that prevent some groups from participating fully in the workplace.

Since its inception, the Equity Forum has drawn our attention to some of the inequalities experienced by minority employees, and has created valuable discussion points, which we will be following up in 2021.

Personal profile fields on our HR system, Workday, were expanded to include optional questions to give us a clearer picture of the diversity of our workforce. 42% of our people completed the new data fields and we will be focusing on this in 2021 in order to increase this figure.

We're committed to making Nuffield Health an environment in which people with disabilities can enjoy fulfilling careers, and our recruitment policies do not discriminate in this respect. In the event of an employee becoming disabled, every effort is made to ensure that their employment continues, and their training and development is unaffected.



Education and personal development

The pandemic placed enormous pressure on our teams to ensure that appropriate resources were available in the right place, at the right time. Clinical and support staff were being redeployed from various departments to assist with the delivery of care, and nurses were working in less familiar environments and needed to develop expertise and knowledge of new areas.



CASE STUDY

"Disabled people want to be independent."

As a wheelchair user, Ross Morrison doesn't fit the usual stereotype of a personal trainer (PT). But he's a Level 3 PT at Nuffield Health's fitness and wellbeing centre in Cheam, where he's worked for over four years.

Ross broke his neck playing rugby aged 16. Instead of retreating from life, he went on to play international rugby for 15 years, representing Great Britain at the Athens, Beijing and London Paralympic Games.

In 2016, after retiring from competitive sport, he needed to think about what he wanted to do next. InstructAbility trains people with disabilities to secure employment in the fitness and leisure sector. They introduced Ross to Nuffield Health, where he did his Level 3 PT training at our Head Office in Epsom and, after a 12-week placement in Cheam, he was offered a full-time role.

Four years on, he still feels a thrill when a client reaches their goal. "Exercise has a positive impact on people's lives," he says, recalling a female client who was due to have a hip operation. "Her surgeon told her to lose weight before surgery. I helped her change her body position and do exercises to build strength. Two months later, the operation was cancelled – she didn't need it."

As an active member of Nuffield Health's Equity Committee, he says a lot of great work is going on to improve behaviour, attitude and mindset. But there's one thing he would like the health and fitness sector to tackle on a wider level, and that's access. "Disabled people want to be independent. If they can't easily get into a building, or access the facilities, it's a barrier to stop them exercising," says Ross.



“Nuffield Health values the importance of investing in our people and developing talent.”

Jay Morris, Clinical Educator & Learning and Development Specialist

Our Learning and Development (L&D) teams sprang into action, designing new programmes to support each role, taking into account the circumstances of 2020. This provided individuals with the reassurance and skills they needed to make the transition into new or expanded roles as stress-free as possible. The programmes were delivered through a number of bespoke virtual classrooms, supported by a range of learning resources.

At a time when recruitment into clinical roles is a challenge, the L&D team worked together to implement a number of clinical apprenticeship pathways including healthcare assistants, trainee nursing associates, and assistant practitioners. They also oversaw an international recruitment campaign for nurses.

Our Nuffield Health Preceptorship Programme (NHPP) continued to support our newly qualified nurses as they

transitioned from student to confident clinician during this most challenging year. The nine-month programme prepares them for professional success, facilitating knowledge and skills acquisition, clinical confidence and the delivery of high quality care. We were delighted that the excellence of the NHPP was recognised by the Nursing Times, which awarded it ‘Preceptorship Programme of the Year’.

During 2020, the number of employees on our growing range of apprenticeship programmes reached 300 – an increase of 115 over 2019, which was particularly impressive bearing in mind the pressures placed upon us by the pandemic, and we are delighted to report we achieved our target to reach 400 employees by April 2021. We’re looking to expand our range of apprenticeship programmes to 45, from 30 in 2020.

Our Education programmes supported our people through the challenges of 2020

Q&A with Head of Clinical Governance and Professional Education, Ben Davies

What are your key reflections on 2020?

2020 showcased the commitment of our people, as services were mobilised in response to the evolving needs of the NHS. People were redeployed, including clinical teams between departments and specialty, and fitness and support employees into hospital support roles. Our educational team worked tirelessly to ensure all staff were prepared for their redeployment roles.

What did you do differently?

Learning resources were created to support nursing staff, including five redeployment programmes, 24 e-learning modules, eight virtual classrooms and five clinical toolkits and deployed in a matter of weeks. Staff completed COVID-19 evidence-based training modules, with information on how to protect patients and themselves.

What did people think of the virtual classroom?

We thought there might be some resistance, as it's not something we would normally do for the clinical team. But take-up was 100% and additional sessions were scheduled due to demand.

What are you most proud of in 2020?

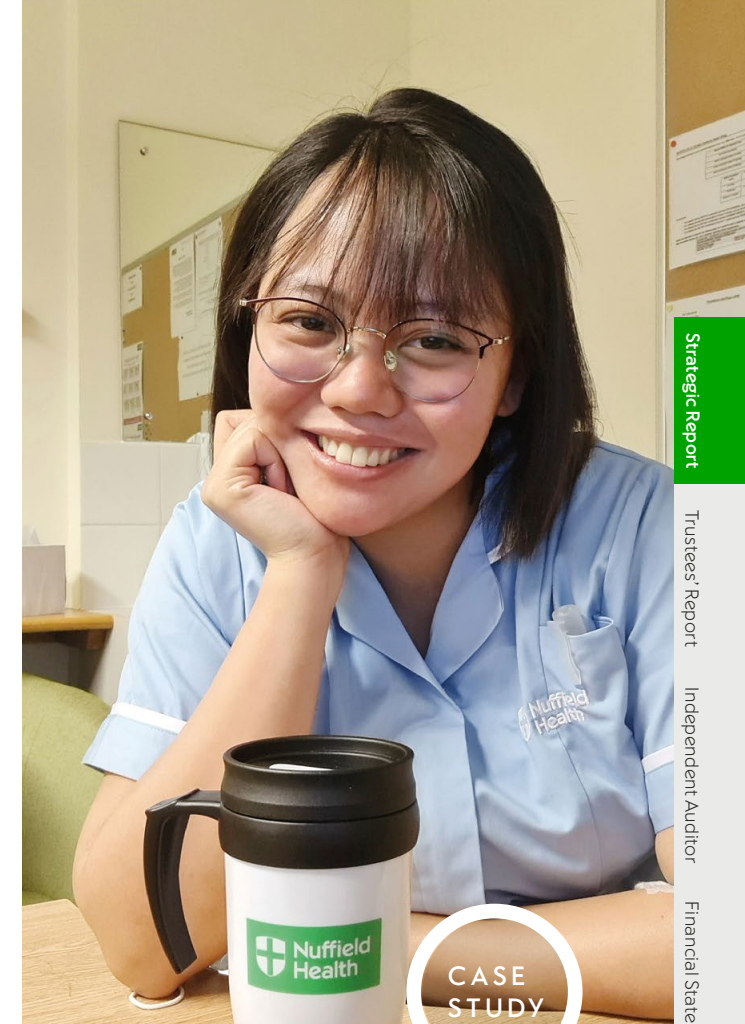
Recognition by the Nursing Times of our long-standing Preceptorship Programme. It's a fantastic achievement, acknowledging our commitment to professional development and educational excellence.

Thoughts for the future?

I wouldn't want a repeat of 2020, although I'm immensely proud of our response to the pandemic and our teams are ready to support any emerging needs in 2021. The impact of COVID-19 will be long lasting, but I think it will result in a change in mindset, and facilitate new and innovative ways of working – and that's not a bad thing.



Ben Davies
Head of Clinical Governance
and Professional Education



Welcoming 60 new nurses to the Nuffield Health team

During 2020, we welcomed 60 nurses from the Philippines to help us address the critical shortage in nursing across the UK.

Chai Jimenez travelled from Taguig and, after completing her training, she took up a post on the wards at our Derby hospital where she says she received more support from her colleagues than she could have ever imagined. “I feel I will be able to grow here, both professionally and as an individual,” she says.

In 2021, all 60 nurses will embark on our award-winning, newly designed Preceptorship Programme to support their ongoing transition into the UK healthcare system and the Nuffield Health team.



60

nurses were welcomed from the Philippines to help with the critical shortage in UK nursing

Healthy communities

To play a meaningful role in the life of the communities in which we operate, it's important that we're accessible and inclusive. We do this by meeting unmet health needs through our unique flagship programmes; providing fulfilling job opportunities; and involving ourselves in local life.

Aligned to SDGs:



Research, flagships & education

We're committed to ensuring that our research makes a lasting contribution to the community. This commitment will be championed through our Healthy Community hub at the Manchester Institute of Health and Performance (see page 34). Collaboration between community groups and researchers will result in improved knowledge and understanding about practical community issues, and will bring about change. This may be in the form of a new programme, the delivery of a new service or through education.

We believe prevention and awareness are just as important as cure, so sharing our expertise to help educate communities is key for us. We do this through free events, such as 'Meet our Experts', which cover a range of health and wellbeing topics and are open to all. We also provide free information and advice on our online hubs, such as Kids' Wellbeing.

Our unique flagship programmes are free or subsidised services, which address unmet health and wellbeing needs in the community, and extend our reach to people living on lower resources who wouldn't normally be able to access our services. From joint pain and cystic fibrosis, to our Schools Wellbeing Activity Programme, we provide support through blended physical and mental wellbeing programmes.

In 2019 alone, more than 17,500 people benefited from our flagship services, and we had planned to expand our accessibility during 2020. It was, therefore, a great disappointment when we had to pause the programmes, due to the COVID-19 pandemic.

In line with our purpose, to build a healthier nation, we turned our attention to the greatest unmet health need facing the country, that of long-COVID. We recognised that symptoms of the virus remain with a significant number of sufferers for many months, often exacerbating underlying health needs. Our COVID-19 Rehabilitation programme was developed to address long-COVID and is now available at 40 of our fitness and wellbeing centres (see page 31).

Accessibility and inclusion

We're always looking at ways of ensuring our sites and services are accessible and inclusive. Our community initiatives, including our flagship programmes, are about making our facilities more accessible to those who wouldn't normally be able to afford our services.

People with disabilities are welcomed to Nuffield Health as employees, patients and members. However, we're conscious that not all our locations are access-friendly to some with disabilities and this is something we'll be actively addressing during 2021.

In recent years, there's been a sharp rise in the number of people suffering from dementia, due largely to an increase in the ageing population. The number is currently estimated to be around 850,000 and our aim is to become a Dementia Friendly organisation, where all our people are trained to understand and empathise with this condition.

We already have a network of Dementia Friends across our hospitals and it's our intention to increase this number over the coming year. Some hospital sites have introduced dedicated rooms to assist patients and carers (see case study opposite).

During 2021, we'll be focusing on front-of-house teams across our hospitals and fitness and wellbeing centres, as they are the first point of contact for people with dementia arriving at our sites.



“We can't expect them to come into our world, we have to go into theirs.”

Susi Thompson
Quality Care Partner, Nuffield Health

“It's the small things that will make a big difference.”

Susi Thompson is a Quality Care Partner at Nuffield Health. She's also a driving force behind the growth of our Dementia Friends network.

With one in four patients in hospital estimated to have some form of dementia, it's a worrying fact that around 225,000 people in the UK will develop the condition this year. Susi says: “The common symptoms are memory loss, inability to communicate clearly, as well as difficulty in recognising familiar objects, people and places.”

Our hospitals are seeing an increasing number of patients with dementia coming into both inpatients and outpatients. “It must be very frightening for them to be admitted to hospital, particularly at a time when Covid restrictions are in place and they can't be with family members,” says Susi. “Small changes to the way we think about dementia, our processes and the environment, can make our hospitals more welcoming to these patients.”

Initiatives already introduced include roller blinds over mirrors, as they can be disorientating to sufferers; photographs on the menus so patients can clearly identify the options; and blue pillowcases so hospital staff immediately know the patient is a dementia sufferer.

“We can't expect them to come into our world, we have to go into theirs,” says Susi. “It's the small things that will make a big difference.”

Social mobility
In 2019 we signed up to the Social Mobility Pledge and, as part of this, offer structured work experience and apprenticeship opportunities to people living in the communities in which we operate.

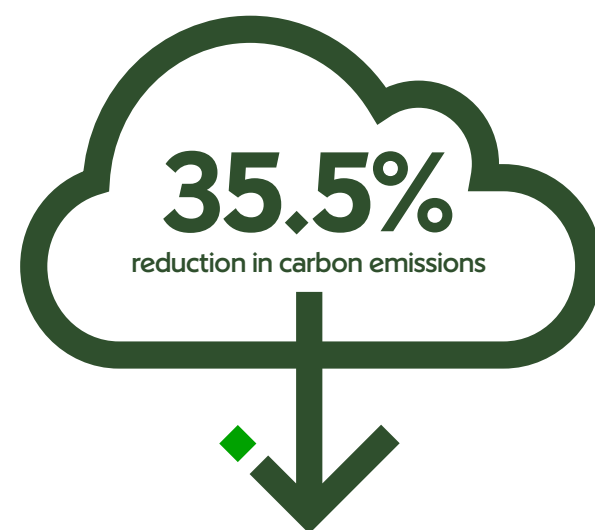
Our apprenticeship programmes are designed to build skills for life and range from literacy and numeracy skills, to technical, degree level and postgraduate qualifications. They're open to anyone in the community between the ages of 16 and 60. Our managers are actively encouraged to 'Think Apprenticeship First' when recruiting new employees.

850,000
The estimated number of people currently suffering from dementia in the UK, largely attributed to an ageing population

Healthy environment

A healthy environment will benefit organisations and society but, most importantly, it will protect future generations. We're committed to doing all we can to reduce our impact on the environment and delivering sustainable healthcare.

Aligned to SDGs:



Carbon footprint

The year saw a significant reduction in our carbon emissions, with overall energy consumption trending down prior to the closures enforced by the COVID-19 restrictions.

The closure of our fitness and wellbeing centres in March 2020 presented us with a unique opportunity to review our estate and closely monitor utility usage in order to identify irregularities. The review identified three major water leaks, previously masked when the sites had been open. The closures allowed us to make significant changes to the way the centre's plant and equipment operated, without disrupting our members, ensuring efficient operation when we reopened.

We're pleased to report that all our electricity now comes from renewable sources and is carbon free – 99% natural sources, 1% nuclear. 2020 saw an 18.33%

reduction in gas carbon, year-on-year, together with a 35.46% reduction in combined carbon year-on-year.

We implemented a number of efficiency measures, including visits to sites that showed increased energy consumption. Regular communications to building services engineers, notifying them of usage levels, have resulted in raised awareness of the need to reduce waste and consumption.

Energy engagement e-learns will be produced in 2021 for employees across our sites, to enable us to share hints and tips to reduce usage, such as turning off computers when they're not in use.



Recycling and waste

We encourage best practice amongst our people, patients and members. All sites are in possession of 'Good Recycling' guidelines and, during the year, posters were distributed reinforcing the key messages. Recycling rates are monitored centrally across the organisation.

We were pleased to see that recycling rates for rose from 34% in 2019 to 40% in 2020. Our target for the coming year is to recycle 50% of all general waste. We continue to work with suppliers across our consumer and hospital sites, to identify ways of enhancing recycling levels,



Food for thought

During the year, fully compostable recycled packaging was introduced at all our 75 sites with 'grab and go' fridges. Matt Hicks, Head of Secondary Services, explained that the new packaging eliminates plastic containers and wrappings, and is made from 100% recycled paper.

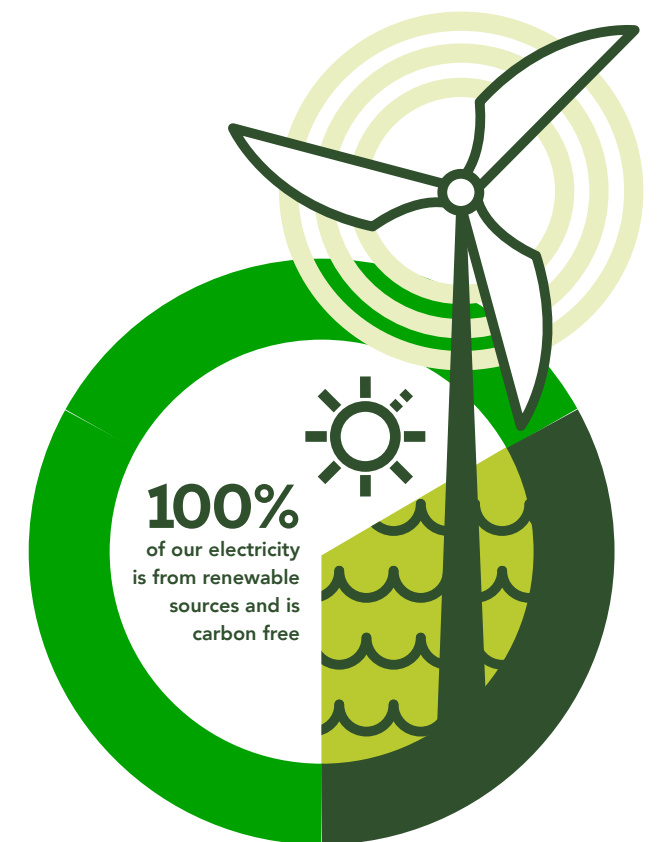
In addition, menus at our cafes were redesigned to 'cross pollinate' dishes with the same ingredients, all bearing the sustainable Red Tractor, RSPCA assured, MSC fish and free-range eggs standards. Matt says the changes have reduced food waste caused by short shelf-life ingredients, and simplified operational delivery to Nuffield Health sites.

"Our cafes and 'grab and go' fridges offer nutritious, healthy, sustainable options, presented in an environmentally-friendly, way. We're delighted that our food outlets are making a positive contribution towards the Charity's goals to reduce waste and improve sustainability across its sites."



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hospitals recognised by the Soil Association for our commitment to sourcing environmentally sustainable and ethical food, and championing local food producers



particularly in respect of single use plastics. One of the largest contributors to this is sharps bins, which are used at all hospitals and fitness and wellbeing centres with clinics. In 2020, we purchased over 39,000 single use sharps bins of various sizes.

Our Newcastle and Haywards Heath hospitals continue to trial a reusable sharps bin service. Instead of being put in clinical waste and incinerated, the bins are collected by the service provider and emptied, cleaned, and eventually returned in a loop system. We're looking to roll this service out to more hospitals in 2021.



Sustainable healthcare

A cleaner, greener environment will undoubtedly do much to improve the health of the nation and play its part in preventing some debilitating conditions.

In our hospitals, we're targeting key areas, including clinical waste, anaesthetic gases and single use plastics. And we're conscious of the need to ensure responsible prescribing in order to reduce pharmaceutical waste and pollution.

In 2020, we developed our supplier Code of Conduct, focusing on the sustainability of our supply chain. Our aim is to influence suppliers to improve their social, environmental, and economic practices in line with our ambitions. We'll continue to work together with our suppliers to bring about change.

During the year, we produced our first Streamlined Energy and Carbon Report, which provides us with the basis on which to develop our long-term strategy for carbon reduction. This will be a key focus for us in 2021.

REPORT:

Streamlined Energy and Carbon Reporting

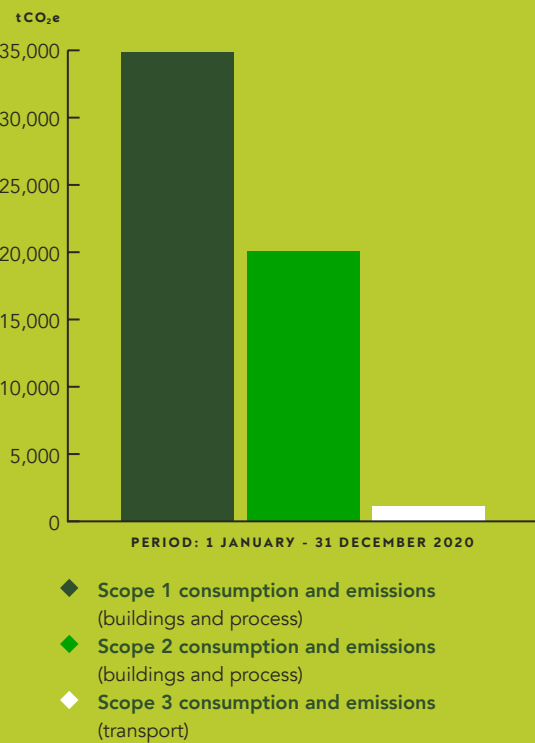
Under the new Streamlined Energy and Carbon Reporting (SECR) legislation, 2020 is the first year Nuffield Health is reporting on energy consumption, emissions, intensity metrics and all energy efficiency improvements implemented during the year.

This report summarises the energy usage, associated emissions, energy efficiency actions and energy performance for Nuffield Health, under the Government policy SECR, as implemented by the Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

Data quality and completeness

We’ve compiled a large amount of consumption data for our operations for the purpose of SECR, with data for 418 meters being processed for the data collection. All Nuffield Health’s electricity and gas invoices and transport information have been entered into a fully managed energy database up to 31 December 2020. Data quality checks have been carried out for data completeness and accuracy.

Scope 1, 2 and 3 emissions (tCO₂e)



We’re proud to say we achieved 97.3% verifiable data coverage with 2.7% of consumption data required to be estimated to achieve 100% data coverage.

Year 1

Our Scope 1 direct emissions (combustion of natural gas and transportation fuels) for this first year of reporting are 35,999.35 tCO₂e, resulting from the direct combustion of 194,388,900 kWh of fuel.




Scope 2 indirect location-based emissions (purchased electricity) for this first year of reporting are 20,106.55 tCO₂e, resulting from the consumption of 86,242,379 kWh of electricity purchased and consumed in day-to-day business operations.

Scope 3 consumption and emissions relate to grey fleet (business travel undertaken in employee-owned vehicles) only. In this first year of reporting the emissions are 243.64 tCO₂e resulting 883,278.85 miles from business miles travelled.

Nuffield Health’s operations have an intensity metric of 5.82 tCO₂e per Full-Time Equivalent (FTE) for this reporting year.

Consumption (kWh) and greenhouse gas emissions

As 2020 is the first year that we are required to report this information, the following figures make up the baseline reporting for Nuffield Health:

-  **Scope 1 consumption and emissions** relate to direct combustion of natural gas, and fuels utilised for transportation operations, such as company vehicle fleets.
-  **Scope 2 consumption and emissions** relate to indirect emissions relating to the consumption of purchased electricity in day-to-day business operations.
-  **Scope 3 consumption and emissions** relate to emissions resulting from sources not directly owned by the reporting company. For Nuffield Health, this is related to grey fleet (business travel undertaken in employee-owned vehicles) only.

2020 total consumption (kWh) for energy supplies

UTILITY AND SCOPE 2020	UK CONSUMPTION (kWh)
Grid-supplied electricity (Scope 2)	86,242,379
Gaseous and other fuels (Scope 1)	189,719,308
Transportation (Scope 1 and 3)	4,669,593
TOTAL	280,631,280

2020 total emission (tCO₂e) for energy supplies

UTILITY AND SCOPE 2020	UK CONSUMPTION (tCO ₂ e)	
	LOCATION BASED	MARKET BASED
Grid-supplied electricity (Scope 2)	20,106.55	967.98
Gaseous and other fuels (Scope 1)	34,883.69	34,883.69
Transportation (Scope 1 and 3)	1,115.66	1,115.66
TOTAL	56,106.90	36,967.33

Due to the renewable electricity procurement contract in place throughout 2020, should market-based emissions factors be utilised to calculate carbon emissions, our Scope 2 electricity emissions would reduce by 19,138.57 tCO₂e to 967.98 tCO₂e. Remaining emissions are a result of landlord-supplied electricity, where we have no control over energy procurement.

Energy efficiency improvements

At Nuffield Health, we’re committed to year-on-year improvements in our operational energy efficiency. The following measures were undertaken during 2020 and are ongoing:

Renewable electricity procurement

We’ve ensured that where electricity procurement is within our control, purchased electricity is generated from renewable sources such as wind, solar and hydro power. For landlord-supplied properties we engage, where possible, with the landlords to encourage the use of renewable energy in their occupied properties.



5.82
The intensity metric of tCO₂e per FTE for the annual total emissions of Nuffield Health

Ongoing energy consumption reviews

Across our sites, we have an extensive network of automatic meter readers (AMR) installed. This allows us to review energy consumption with increased granularity at individual site level and identify areas where energy and carbon savings can be achieved.

Increased energy awareness programme

At Nuffield Health, we have active campaigns in place to motivate our people across the Charity to treat the workplace as they would their home. This includes initiatives to ensure areas such as lighting and chilled water pumps are not operational outside of the opening times of the sites.

2021 measures prioritised for implementation

Nuffield Health is developing a plan which extends through 2021 and beyond, to reduce the carbon footprint of the Charity, with an end goal of being carbon neutral. This process will include the development of ongoing carbon reduction targets, which would be verified by the Science Based Targets initiative (SBTi) in the longer term.

To demonstrate full transparency throughout our operations of emissions from start to finish, we’ll look to expand on our existing energy and carbon reporting to also include fugitive gas and Scope 3. This will enable us to further define our carbon reduction roadmap.