

Sustainability

By putting sustainability at the heart of everything we do, we'll build a healthier nation.

To truly achieve our purpose we have to consider the wider impact of everything we do. Our 'healthy environment, healthy work and healthy community' strategy sets out three key areas of focus across the Charity where we're taking positive actions towards a more sustainable future for all.

We're starting to make good 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 sustainability pillars

Healthy environment

We're committed to changing the way we operate in order to create a more sustainable environment. We're reducing our carbon emissions, focusing on our recycling and waste streams, working closely with our supply chain to align our goals, and developing a more sustainable healthcare model. [Read more on pages 66-75.](#)

Healthy work

We're providing a stimulating, diverse, inclusive, and healthy working environment, within which our 16,400 people can thrive and be themselves. Training programmes give them the skills they need to achieve their career goals and life aspirations. [Read more on pages 76-81.](#)

Healthy community

We're playing a meaningful role in our local communities, whether that's through social mobility and employment opportunities, being an accessible organisation, or providing services that target unmet health needs to those living with low resources. [Read more on pages 82-85.](#)



Healthy environment



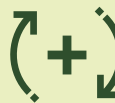
Carbon footprint

We've set ambitious goals to reduce our carbon emissions and help build a healthier future



Recycling and waste

We're focusing on our waste streams and recycling, making improvements at every level



Sustainable healthcare

We're minimising wastage, protecting precious resources, and focusing on creating a healthier supply chain

Aligned to UN Sustainability Development Goals



Healthy work



Health and wellbeing

We're creating a supportive and caring working environment where we prioritise the wellbeing of our people



Diversity and inclusion

As inclusive employers, we embrace all ethnicities, genders and disabilities, and listen to and welcome all views



Training and development

We provide quality training and education to all our people, in every area of the Charity

Aligned to UN Sustainability Development Goals



Healthy community



Accessibility and inclusion

We're removing barriers and making more of our free services available to those who need our support



Research, programmes and education

Our research into health outcomes enables us to support communities and address unmet health needs



Social mobility

We're increasing employment opportunities for people from disadvantaged backgrounds or circumstances

Aligned to UN Sustainability Development Goals



Healthy environment

At Nuffield Health, we're focused on creating a sustainable environment, and that means changing the way we do things. Through our healthy environment strategy, we're committed to reducing carbon emissions, and working towards a more sustainable healthcare model.

Carbon footprint

This year, we've been developing a plan to enable us to become a carbon net-zero organisation. To focus our efforts, we've set ourselves some ambitious, science-based, targets. Our aim is to reduce carbon emissions by 5% in 2022, with long-term goals to be net zero for scopes 1 and 2 by 2030, and net zero for scope 3 by 2040.

Our targets are stretching but with climate change the world's biggest health threat, we need to act now to protect the future. These targets, and the actions we're taking to achieve them, not only position us as market leading in the healthcare sector, but also demonstrate how our purpose, to build a healthier nation, is core to everything we do.

Importantly, our targets align with the NHS' carbon net zero roadmap. As a supplier to the NHS, it's essential that we have a robust plan in place that meets their supplier criteria.

We're investing in our infrastructure and taking steps to ensure our building management systems are energy

efficient. Where necessary, insulation is being upgraded and replaced, and we're installing LED lighting across the estate. Through our Greener Surgery programme, we're targeting care pathways, improving clinical waste systems, using less carbon intensive gases, and reducing the need for single-use plastics.

Engaging our people

It's essential to us that we engage, educate and enable our people, so everyone understands the important role they can play in translating our healthy environment strategy into action. We're doing this through a series of internal campaigns, with the first focusing on energy reduction. Our employee sustainability forum, launched in 2021, now has over 200 members and is helping us share learnings across the organisation.

We believe in sharing details of what we're doing to achieve our sustainability goals, and will regularly update our website with our progress and findings externally, and will regularly update our website with our progress and findings.



Taunton Hospital #SwitchOff



Guildford Hospital #SwitchOff



Our route to
**CARBON
NET ZERO**

2030
to be carbon
net zero
for Scopes
1 and 2

2040
to be carbon
net zero for
Scope 3

2022
to reduce
our carbon
emissions
by 5%



#SwitchOff campaign

Small changes to behaviours, such as turning off lights and equipment when not in use, will make a big difference in helping us meet our carbon net-zero targets. In 2021, we launched our #SwitchOff campaign to encourage our people to play their part by following our energy checklist, and thinking about what they can safely switch off to reduce energy. Our energy dashboard shows monthly consumption and carbon emissions at every site, enabling people to monitor and understand their usage.



Every action counts. Together we will shape a sustainable future for our workplace and communities.



Victoria Hadley
Head of Sustainability and Social Impact



CASE STUDY

Active commuting

A team from our Brighton hospital won a 'sustainable active commuting' challenge, which encouraged people working for local organisations to swap their cars for bikes, public transport, or walking. Over the course of six-weeks, the team saved in excess of 323kg of CO₂, the equivalent of driving 1,242 miles in a car.

Their prize was a donation to a local charity. They chose Brighton & Hove Food Partnership, a non-profit organisation, which encourages people to cook, eat a healthy diet, waste less food, and grow their own produce.

Spurred on by their success, they've now initiated their own research trial. Twenty people from the hospital will use electric-bikes to cycle to work for three months, to measure the benefits to health and wellbeing, as well as to the environment.

Daniel Sutherland, Clinical Services Manager at Nuffield Health, Brighton hospital, explains: "After the active commuting challenge, the team felt much fitter and healthier, so we've developed an impact framework to monitor key body health indicators such as weight and blood pressure. We've taken

a series of measurements from each participant at the beginning of the trial, and will compare them at the end."

Results from the research will be shared on Nuffield Health's website and social media.

In 2023, we'll be launching an 'active travel' campaign to encourage our people across the Charity to consider their commute to work and see if they can try out some alternatives. A cycle-to-work scheme is already in place, enabling discounts when purchasing bikes.

As part of our drive to reduce carbon emissions across the Charity, a survey will be launched to understand how our people travel to and from their place of work. Results will help us further evidence our carbon emissions.



Our team saved 323kg of CO₂, which is the equivalent of driving 1,242 miles in a car.



Recycling and waste

We're focusing on our recycling and waste streams, and making improvements at every level. In 2021, 41% of our general waste was recycled and, while we're making good progress, we still have work to do. This year, we aim to increase the recycling of all general waste by 5% and will continue to work with suppliers to help us identify ways of doing this. We're also undertaking site surveys, and installing new recycling bins across the Charity, with clear signage.

Supply chain

The sustainability of our supply chain is essential to achieving our goals. We're working closely with our suppliers to understand their carbon footprint and support them in ensuring that their social, environmental, and economic practices are aligned to our ambitions. A survey was sent to all suppliers and this will be followed up, over the next year, with one-to-one sessions with our larger Tier One suppliers.

100%
of our directly purchased
electricity comes from natural
renewable sources

41%
of our general waste was
recycled in 2021
(2020 – 40%)

28
HSSU lorries to be powered
by bio-fuel by 2023



Bio-fuel fleet

Our seven Hospital Sterile Services Units (HSSUs) offer bespoke decontamination services for reusable medical devices, such as medical instruments and equipment, throughout England.

In 2023, our fleet of 28 lorries will be upgraded to see them powered by bio-fuel. By using an advanced renewable fuel, we can reduce our CO₂ emissions by as much as 90%.

We'll also be investing in tracking technology equipment in order to monitor usage more accurately. This will help streamline our journeys and make us more efficient on the road.



Reducing food waste

We've partnered with Sodexo to implement their data-driven programme, WasteWatch, to reduce food waste in our hospitals. We're now using patient and client feedback to constantly review our menus in order to remove or change less popular dishes quickly and efficiently.

WasteWatch, allows kitchen staff to understand what's thrown away, and why. Since its launch in the UK, it's made a significant impact on cutting down CO₂ emissions and preventing over 280 tonnes of food waste.

Streamlined Energy and Carbon Reporting

Energy usage, associated emissions, energy efficiency actions and energy performance for 2021.

This report summarises our energy usage, associated emissions, energy efficiency actions and energy performance under the government policy, Streamlined Energy and Carbon Reporting (SECR), as implemented by the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

The reporting methodology summarises the methodologies used for all calculations relating to the elements reported under Energy and Carbon.

Nuffield Health is a UK-incorporated business and charity. Under the new SECR legislation, we're mandated to include energy consumption, emissions, intensity metrics, and all energy efficiency improvements implemented in our most recent financial year. An operational boundary has been applied for the purposes of the reporting.

To account for the acquisition of Aspen Healthcare in October 2021, energy and emissions data has been presented for the Group. This covers Nuffield Health, January – December, and Aspen Healthcare, October-December, as well as the Charity, which covers only Nuffield Health, January-December.

We're proud to say we achieved 100% verifiable data coverage. 1.69% (Charity) and 3.08% (Group) of consumption data used for SECR was estimated in order to achieve 100% data coverage.

Nuffield Health

Nuffield Health is the parent company of Nuffield Health Wellbeing Limited and other subsidiaries.

In 2021, Nuffield Health acquired Aspen Healthcare, which became part of the wider Group from October. To allow comparison with previous years, Nuffield

Health's energy consumption and emissions are presented as 'the Charity'. To show actual emissions associated with the new organisational structure, the energy consumption and emissions of Nuffield Health and Aspen, for the time period October- December, are presented as 'the Group'. Future years will be presented solely as, and compared against, the Group.

The Charity

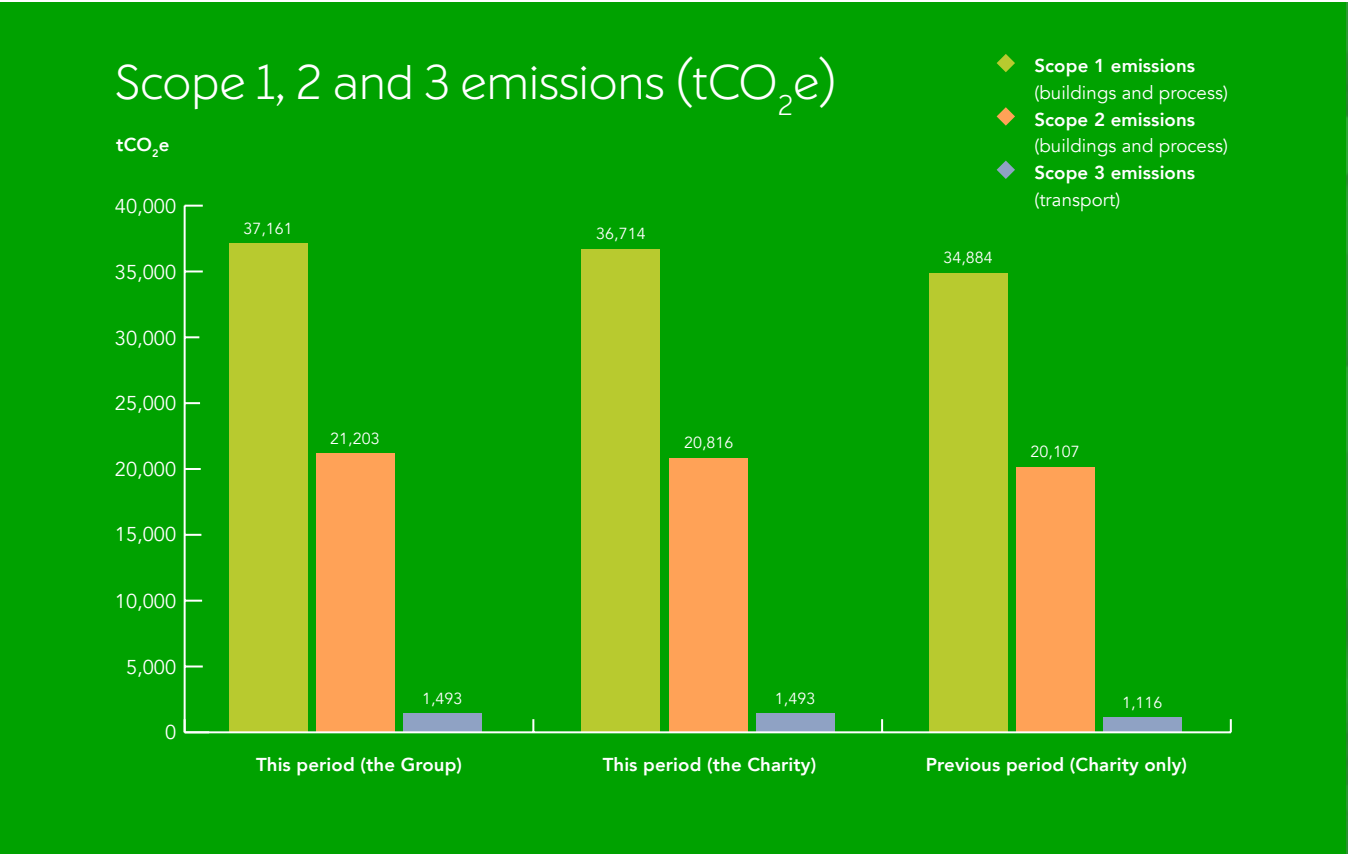
The Charity's (Nuffield Health only) Scope 1 and 3 direct emissions (combustion of natural gas and transportation fuels) for this year of reporting are 38,207.71 tCO₂e, resulting from the direct combustion of 206,889,992 kWh of fuel. This represents a carbon increase of 6.13% from last year. Scope 2 indirect emissions (purchased electricity) for this year of reporting are 20,816.16 tCO₂e, resulting from the consumption of 98,036,836 kWh of electricity purchased and consumed in day-to-day business operations. This represents a carbon increase of 3.53% from last year.

Our operations have an intensity metric of 6.27 tCO₂e/kWh per full-time equivalent (FTE) for this reporting year. This represents an increase in operational carbon intensity of 7.75% from our previous reporting year.

The Group

The Group's (Nuffield Health plus Aspen Healthcare) Scope 1 and 3 direct emissions (combustion of national gas and transportation fuels) for this year of reporting are 38,654.46 tCO₂e, resulting from the direct combustion of 209,329,092 kWh of fuel. This represents an increase of 7.38% compared with last year's emissions.*

*This increase is partially due to the purchase of Aspen Healthcare in October 2021. Previous years' figures have not been recalculated to include them.



Scope 2 indirect emissions (purchased electricity) for this year of reporting are 21,203.47 tCO₂e, resulting from the consumption of 99.860,916 kWh of electricity purchased and consumed in day-to-day business operations. This represents a carbon increase of 5.46% from last year.

Our operations have an intensity metric of 5.80 tCO₂e/kWh per FTE for this reporting year. The FTE number used includes Aspen Healthcare.

Data quality and completeness

Nuffield Health's electricity and gas invoices have been entered into a fully managed energy database to 31 December 2021, and data quality checks have been carried out for data completeness and accuracy. Transport information to 31 December 2021 has also been entered into the energy database.

A number of instances, equating to 1.69% (the Charity) and 3.08% (the Group) of the total reported consumption necessitated some estimations to be calculated in order to achieve 100% data coverage. Methodology of these estimation techniques is detailed in the reporting methodology.

Consumption (kWh) and greenhouse gas emissions (tCO₂e) totals

The figures on page 72 show this reporting year's consumption and associated emissions for our operations, with figures from the previous reporting period included for comparison. Figures for the previous period are only presented for the Charity and do not include Aspen.

- 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 us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

Total consumption (kWh) for energy supplies

Utility and scope	2021 consumption (kWh) The Group	2021 consumption (kWh) The Charity	2020 consumption (kWh) The Charity
Purchased electricity (Scope 2)	99,860,916	98,036,836	86,242,379
Gaseous and other fuels (Scope 1)	202,888,971	200,449,870	189,719,308
Transportation (Scope 1 and 3)	6,440,122	6,440,122	4,669,593
Total	309,190,009	304,926,827	280,631,280

The Group and the Charity transportation consumption is the same as no transportation consumption data was available for Aspen for the reporting period.

Total emissions (tCO₂e) for energy supplies

Utility and scope	2021 emissions (tCO ₂ e) The Group	2021 emissions (tCO ₂ e) The Charity	2020 emissions (tCO ₂ e) The Charity
Purchased electricity (Scope 2 location-based)	21,203.47	20,816.16	20,106.55
Purchased electricity (Scope 2 market-based)	2,118.01	1,477.44	967.98
Gaseous and other fuels (Scope 1)	37,161.14	36,714.40	34,883.69
Transportation (Scope 1 and 3)	1,493.31	1,493.31	1,115.66
Total (location-based)	59,857.92	59,023.87	56,105.90
Total (market-based)	40,772.46	39,685.15	36,967.33

Scope 2 emissions are presented using both the location-based and market-based methodologies. Market-based emissions demonstrate the carbon reduction achieved by renewable electricity procurement.

2021 intensity metric

Intensity metric	2021 intensity metric The Group	2021 intensity metric The Charity	2020 intensity metric The Charity
tCO ₂ e/FTE	5.80	6.27	5.82

An intensity metric of tCO₂e per FTE has been applied for our annual total emissions (using the location-based Scope 2 emissions).

309m

total consumption (kWh) for the Group

60k

total emissions (tCO₂e) for the Group (location-based)

5.80

intensity metric (tCO₂e/FTE) for the Group

Energy efficiency improvements

We're committed to year-on-year improvements in our operational energy efficiency. A register of energy efficiency measures has been compiled, with a view to implementation over the next five years.

Measures ongoing and undertaken through 2021

Renewable electricity procurement

Nuffield Health continues to prioritise the procurement of renewable produced power through placed electricity supply contracts. There's a preference to choose natural renewable sources, such as wind and solar. In cases where Nuffield Health is the tenant and, therefore, reliant on landlord supplies, it's been requested that preference is given to renewable energy being supplied to all buildings.

Energy site surveys

Energy site surveys began across the portfolio to help identify areas for energy efficiency improvements.

Boiler upgrades

Numerous boilers were replaced across the estate, in order to improve operational efficiencies and reduce consumption of natural gas.

AHU and BMS upgrades

Air handling units (AHUs) and the wider building management systems were upgraded to increase heating, ventilation and air conditioning (HVAC) energy efficiency across the estate.

Measures prioritised for implementation in 2022

Carbon roadmap and targeting

Nuffield Health is undertaking a journey to reduce the carbon footprint of the business, with an end goal of being carbon neutral. This will include ongoing carbon reduction targets. In the longer term, this will be verified by the Science Based Target initiative (SBTi).

Inspired PLC

Inspired PLC, prepared this report for Nuffield Health, by means of interpreting the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, as they apply to information supplied by Nuffield Health and its energy suppliers.

Nuffield Health's registered CEO and CFO are responsible for complying with the Regulations. They must be satisfied that, to the best of their knowledge, all relevant information concerning Nuffield Health's organisational structure, properties, activities, and energy supplies has been provided to Inspired Energy.

Reporting methodology

Scope 1 and 2 consumption and CO₂e emission data has been calculated in line with the 2019 UK Government Environmental Reporting Guidelines. The following Emission Factor Databases consistent with the 2019 UK Government Environmental Reporting Guidelines have been used, utilising the current published kWh gross calorific value (CV) and kgCO₂e emissions factors relevant for reporting year 01/01/2021-31/12/2021: Database 2021, Version 1.0.

Estimations undertaken to cover missing billing periods for properties directly invoiced to Nuffield Health were calculated on a kWh/day pro-rata basis at meter level. These estimations equated to 1.69% (the Charity) and 3.08% (the Group) of reported consumption.

For properties where Nuffield Health is indirectly responsible for utilities (i.e. via a landlord or service charge), an average p/kWh of £0.15p/kWh was applied to provided cost values of service charges to calculate kWh consumption.

Intensity metrics have been calculated utilising the 2021 reportable figures for the following metrics, and tCO₂e for both individual sources and total emissions were then divided by this figure to determine the tCO₂e per metric:

- Full time equivalents (FTE) **the Group 10,315**
- Full time equivalents (FTE) **the Charity 9,412**

Reaching carbon net zero

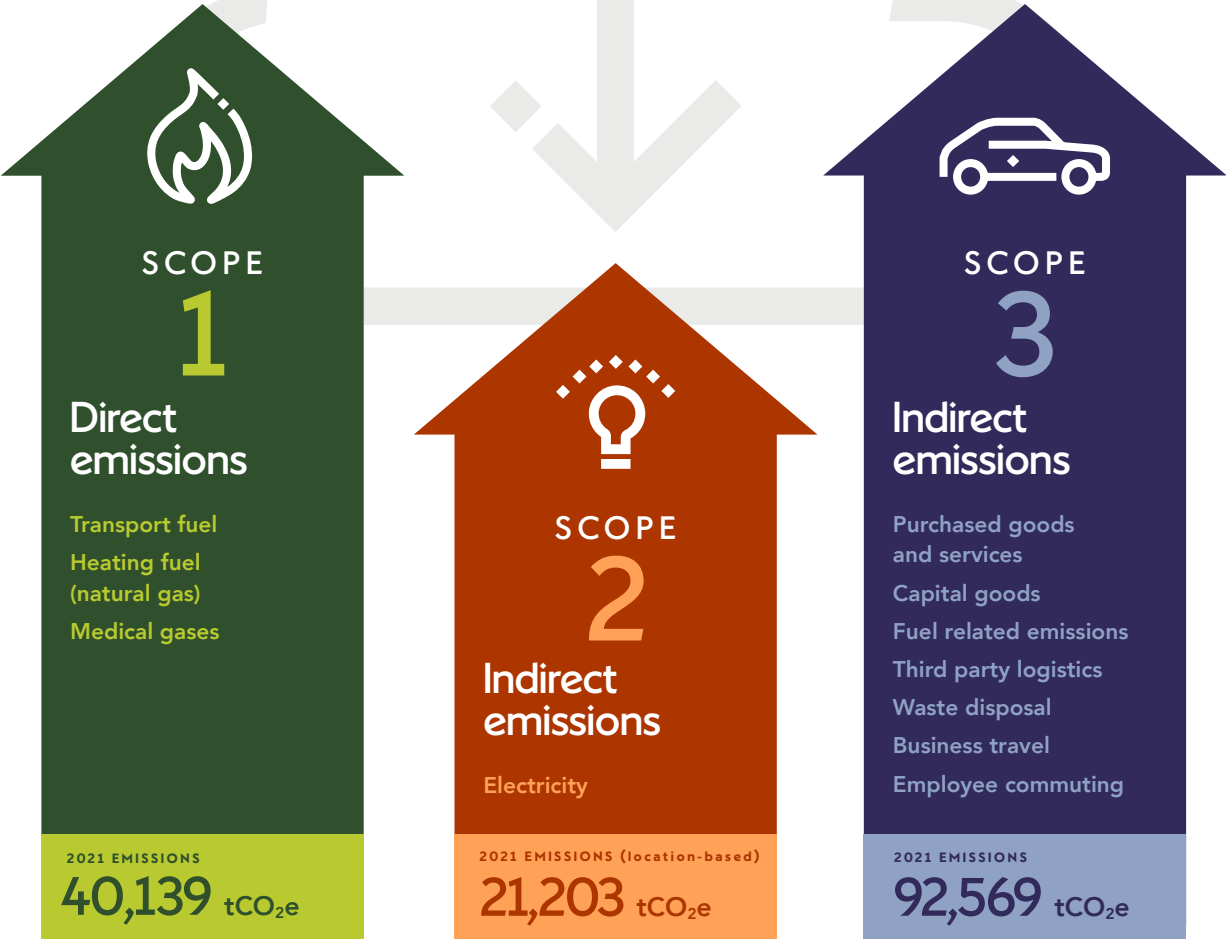
To fully understand the extent of our carbon net-zero journey, we calculated our Scope 3 value chain emissions for the first time in 2021. This was in addition to reporting our Scope 1 and 2 operational emissions, in line with SECR requirements. These were calculated following the Greenhouse Gas (GHG) Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

There are 15 reporting categories under the GHG Protocol, of which seven apply to Nuffield Health. Going forward, we'll work with our supply chain to improve the accuracy of our Scope 3 emissions' footprint, and encourage emission reductions.

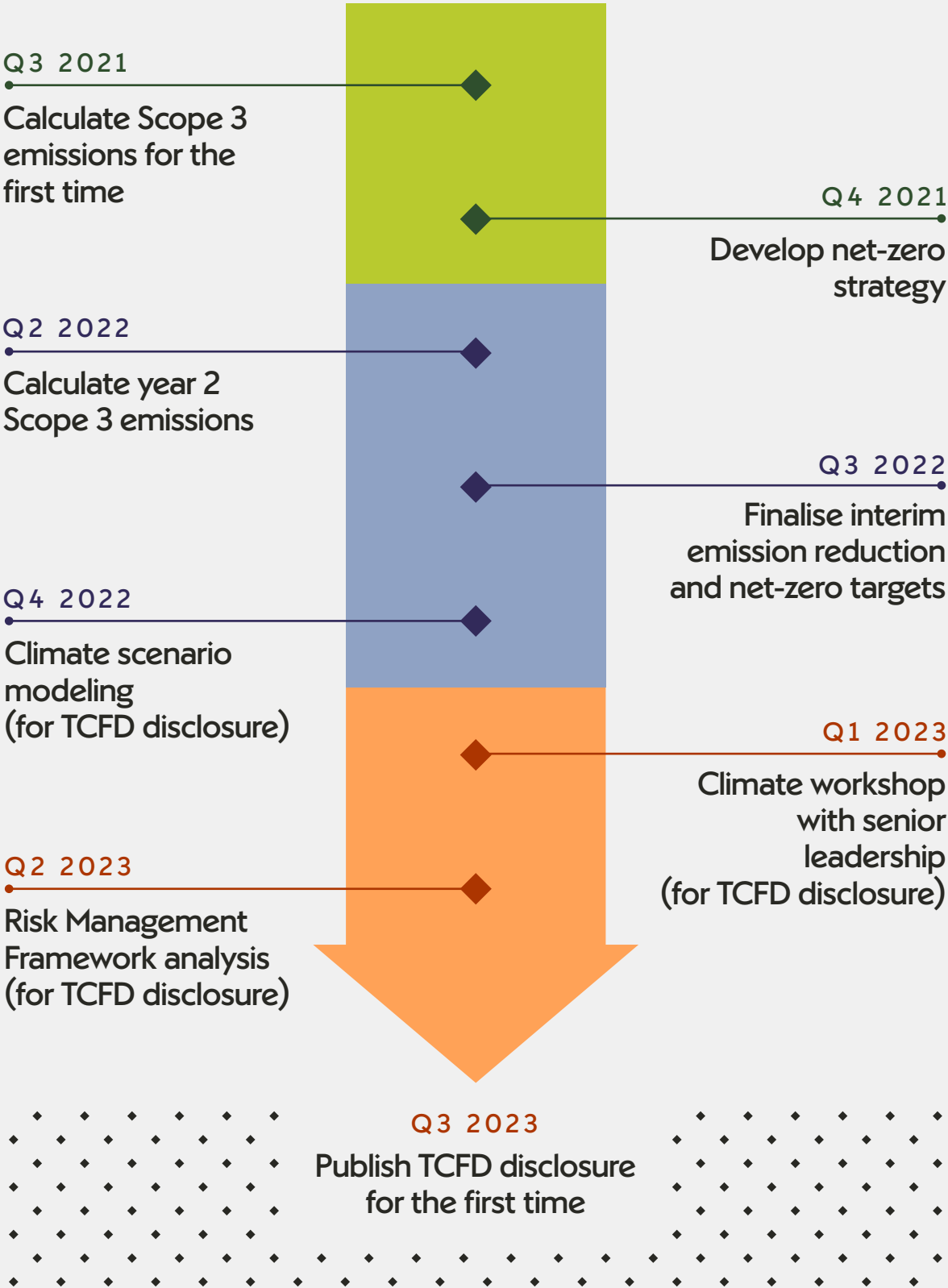
Now we have an understanding of the full impact of greenhouse gas on our organisation, we can target activity in emission hotspots. We've been working with an external sustainability consultant to develop our net-zero strategy. And, in early 2022, we announced our net-zero targets, as well as interim targets to help us stay on track to achieving our goals.

In 2023, for the first time, we plan to report in line with the Task Force on Climate-related Financial Disclosures (TCFD) requirements. This report will help us understand the impact of, and the physical and transitional risks, climate change poses to our organisation. Our ongoing Scope 1,2 and 3 reporting, as well as our net zero strategy and targets, will feed into our TCFD report.

Our 2021 Group scope 1, 2 and 3 emissions



Task Force on Climate-related Financial Disclosures roadmap



Healthy work

We want all our people to have the opportunity to thrive and achieve their full potential at Nuffield Health. Through our healthy work strategy, we're doing all we can to create a diverse, stimulating and vibrant workplace where all our people feel they belong.

Health and wellbeing

The wellbeing of our people was a key priority in 2021. They worked tirelessly through the pandemic and, with many still furloughed and others working at home, it was important to ensure they were supported financially, and in terms of their emotional wellbeing.

We regularly held team calls to provide reassurance and keep people updated. Using fortnightly 'pulse' surveys, we were able to responsively monitor employee wellbeing and identify areas where we needed to provide support.

Recognising that aspects of the pandemic were negatively impacting the mental wellbeing of our people, we offered a Mental Health programme with a range of services including counselling and Cognitive Behavioural Therapy.

In December 2021, as we started to emerge from the pandemic, we introduced a new employee engagement platform that empowers our people to take ownership of organisational change. The platform has evolved the way we gather employee feedback so that together we can shape a better employee experience.

Using intelligent listening technology, we're able to personalise questions to give us a real-time picture of how people are feeling. Employees can complete the questions on their mobile phones by scanning a QR code. Multiple languages are enabled, making it easier for greater understanding and contribution for non-English speakers.



Diversity, equity and inclusion

We want all our people to feel they belong and can be themselves at work. Our employee-led Equity Forum, launched in July 2020, now has over 100 members, from all areas of the Charity, where people can share their experiences and opinions, openly and honestly.

Our newly formed Muslim Network joined forces with cultural networks from our partner organisations to deliver a Ramadan awareness event. The session was attended by over 150 colleagues from 13 different countries, and showcased the strength that comes through diversity.

During the year, we subscribed to the Diversity and Inclusion (D&I) Index, an online benchmarking tool on the HR Datahub. It will help us measure and compare our progress against ambitious age, disability, ethnicity, gender and LGBTQ+ targets. We're resolute that, our team members will not encounter discrimination in their working relationships. Equity, diversity and inclusivity training is mandatory for all.

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.

We're pleased with the progress we've made on our gender pay gap this year but acknowledge there's still work to be done. For the first time, we've also shared our ethnicity pay gap which stands at 5.7% for our ethnic minority populations. We've listened to employee feedback and are creating a leadership development programme, specifically for our people from ethnic minority backgrounds.

This year's pay gap data was recorded in April 2021 so it's important to note our ethnicity disclosure rate was 60%. We're taking steps to improve our understanding of our people's diversity data, which includes encouraging employees to complete their employee profiles. This means future reports will be more reflective of our organisation as a whole.

It's our strong belief that a working environment united in advancing equality, diversity and inclusion, will be a major contribution to ensuring the ongoing success of the Charity. This will continue to be a priority in 2022.

We've got Pride

People from across the Charity took part in annual Pride Week events, recognising the impact the LGBTQ community has on the life of the UK, and Nuffield Health. Pictured, our team from Nuffield Health Chester 'The Grosvenor' Hospital joining in the celebrations.



546

people accessed our employee Mental Health programme, developed to support those who were negatively impacted by aspects of the pandemic

100+

members of our employee-led Equity Forum

5.9%

gender pay gap (2020 – 7.4%)

An interview with...

Phil Wilde, Leadership Development & Equity Lead

Describe your role

My role, and that of my team, is to work with our leaders, providing education, support, and services to allow them to create a diverse, inclusive, environment where all our people are focused on delivering the strategic plan, and enjoy a sense of belonging to the Charity. Our leaders are the role models and mentors within their teams.

What was your focus in 2021?

Understanding our diversity data was a key priority. We took steps to encourage people to include their ethnicity when completing HR data online. Over the last year, the response rate increased from 16% to 70%, which is very encouraging. Although not legally required to do so, we included the statistics in our Gender Pay Gap Report and I'm proud that Nuffield Health took this step.

What's the Charity doing to attract more diverse candidates?

During 2021, our recruitment team launched the Employee Value Proposition (EVP) to bring our purpose to life. It gives us something to shout about and we hope this will encourage people from diverse and ethnic backgrounds to join us for the right reasons, and develop their careers with us. Increasingly, we're advertising roles on recruitment sites such as Vercida, which promotes workplace

equality, free of discrimination. We hope this will help us attract a more diverse range of candidates.

Is there one thing that will improve ethnicity and diversity across the Charity?

Raising leadership awareness of cultural blockers to equality is key. We all have to become more aware of the blind spots in our worldview. Taking ownership of these will help us value and appreciate the diversity we have. During the year, we launched our leadership induction programme for newly appointed managers. This includes recruitment skills training, and the importance of limiting bias and knowing your own biases.

What are you most proud of?

The support and attention given by our senior leadership team to our Equity Forum, which now has around 100 members from all areas of the Charity. Our CEO joined a session and took questions from members – it gives people confidence that we're not just ticking boxes.

Tell us two things you're excited about for 2022

If I had to pick just two, it would be the launch of our first reciprocal mentoring scheme, connecting senior leaders to people from minority groups, and the wider roll out of inclusivity-themed learning for leadership teams.

Raising leadership awareness of cultural blockers to equality is key.





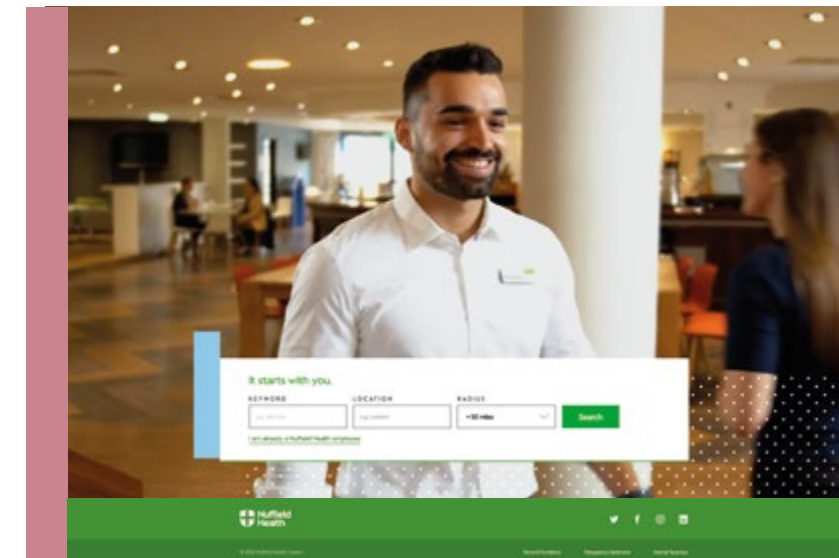
Our nurses recruited from the Philippines pictured at our Academy in Epsom, as part of their Nuffield Health Preceptorship Programme training

Retaining and attracting talent

This year, we launched a new employee value proposition (EVP) and employer brand to help us attract prospective employees, build a sense of pride across the organisation, and connect our people to our purpose.

We're using our EVP to address current workforce challenges in an efficient way by helping us gain access to, attract, retain and engage the best talent. And internally, our employer brand and EVP is helping us shape a better work experience, which will leave our people feeling happier, more empowered in their jobs and wanting to stay with us longer. They're also more likely to recommend others to work for us.

We launched a new careers website which allows prospective candidates to engage with videos and real-life stories from our diverse employees. And we've raised our presence on equality career sites, such as Vercida, who work only with employers actively committed to equality, diversity and inclusion.



Empowering our people

Education and development

Enabling our leaders to be the best they can be has been a key priority throughout the year. Education and development doesn't just take place in the classroom, it happens in the workplace, with our leaders being role models and mentors to their team members. So, as part of our Empowering Leadership Programme, we launched Effective 1:1s and Objective Setting workshops, as well as a new induction programme, all aimed at supporting our leaders to deliver a great experience to their teams.

Over 450 people are on our growing range of apprenticeship programmes, which support the development and career progression of our people in clinical roles, our corporate sites, fitness and wellbeing centres, and support functions. This is up from 300 in 2020.

A recent survey carried out by Lifetime, the UK's largest apprenticeship training provider, showed

that 82% of apprentices were still working at Nuffield Health two years after completing their apprenticeship qualification. New programmes developed during the year include HR, Learning and Development, Improvement Practitioner, and Marketing Executive.

As part of our apprenticeship scheme, we've continued to focus on providing professional education opportunities for our people. A Physiotherapy Degree apprenticeship has been scoped, which will provide a longer-term solution to recruitment and retention issues in this area. In addition, an Advanced Clinical Practice apprenticeship has been launched.

Our 'Think Apprenticeship First' scheme continues to encourage leaders to consider apprenticeships as a way of attracting and developing new talent, as well as a route to career development and progression. As we move into 2022 and beyond, our commitment to our apprenticeship scheme remains strong.



Valuing our people

As a thank you for all their hard work during the year, our people were given an extra day's leave, designated a 'Wellbeing day', to recharge and spend time with their friends and family.



450

people on our range of apprenticeship programmes (2020 – 300)

82%

of apprentices were still working at Nuffield Health two years after completing their apprenticeship qualification

1,500

WeCARE awards presented to our people during 2021

Healthy community

We want to play a meaningful role in our local communities so it's important we're accessible and inclusive. We do this by supporting unmet health needs through our unique flagship programmes, providing fulfilling job opportunities and immersing ourselves in local life.

Research and development

Nuffield Health is the operating partner of the Manchester Institute of Health and Performance (MIHP), a purpose-built facility designed to create a world-class environment for diagnosis, education and research in health and performance.

Based in a community with significant health inequality, MIHP gives us a unique opportunity to try things we haven't done before, in a controlled and respected environment.

The partnership allows us to deliver research, innovative care pathways, education, and programme development, to further our public benefit in line with our purpose to build a healthier nation. We can test new and existing programmes, that address unmet health needs, and explore how to widen access to our services for those living on lower resources.

During the year, we began to pilot methods to make our free-to-access flagship programmes more efficient, so we can reach more people. This includes the development of a digital-only model.

MIHP contributes to our public benefit in the following ways:

- ◆ National centre for health and wellbeing research and development
- ◆ Bringing together our partners, researchers and academics at the physical base of our clinical research
- ◆ Freely sharing learnings across the healthcare industry for the benefit of the community and the nation.

4,000+

people benefited from our unique flagship programmes

15,000

number of disadvantaged young people we'll support through Access Sport partnership

Free community programmes

During 2021, more than 4,000 people benefited from our unique flagship programmes. These are free services, that address unmet health and wellbeing needs in the community, and extend our reach to people living on lower resources who wouldn't otherwise be able to access our services. Our programmes include support for those suffering with joint pain, and most recently, COVID-19 rehabilitation. See page 24 for more information.

Local employment opportunities

We're proud signatories of the Social Mobility Pledge and, as part of this, we offer structured work experience and apprenticeship opportunities to people living in the communities in which we operate. Our apprenticeship programmes are providing opportunities for local people and help us attract new talent to fill critical vacancies across our fitness and wellbeing centres and nurseries. Our leaders are encouraged to 'think apprenticeship first' when recruiting new talent.



Ebony Baker (left) and Tami Eccleston

CASE STUDY

Apprentice PT Programme

Tami Eccleston, Fitness Manager, Stoke Fitness and Wellbeing Centre, used the apprenticeship programme to recruit new Personal Trainer Ebony Baker.

Tami says: "Having completed an apprenticeship myself, I was keen to offer someone else a chance through the Apprentice PT Programme (APT). After lockdown, we lost quite a few of our team and were having difficulty in finding new candidates to fulfil the roles, so I used APT to recruit Ebony."

"The recruitment process was really straightforward, from interview to onboarding. It literally took only 10 days to get Ebony started."

Ebony's story

"My experience at Nuffield Health has been amazing. My colleagues are very friendly and supportive, and have made me feel like I'm part of the team since the start. My confidence has also increased since I first started and I've gained a variety of new skills essential for working on the gym floor and other areas of our fitness and wellbeing centre."

Community partnerships

Achieving our purpose to build a healthier nation is dependant upon us reaching those people living on lower resources, in under-served communities, in all areas of the UK. Partnering with local organisations, which are embedded in their local communities, gives us the opportunity to make more people aware of our services and facilities.

Supporting young innovators

We're working with Ingenuity, a UK-wide initiative to support and develop entrepreneurs from under represented communities. They provide seed grants and mentorship to young innovators looking to start new enterprises.

Through our two-year partnership, we're encouraging applicants to put forward business ideas to address one of three areas: improving health; building stronger communities; and tackling climate change.

Ideas are entered into a competition, with the chance of winning significant investment and support. A team of mentors from Nuffield Health works with shortlisted individuals to develop a business plan, which they then present to a supportive and nurturing judging panel.

Health inequalities are experienced in local communities across the country. It's our hope that, through this partnership, by encouraging tomorrow's entrepreneurs, we'll help build sustainable communities.

Accessibility

We believe our sites and services should be accessible and inclusive to everyone in the communities in which we operate. Our community initiatives, including our free-to-access flagship programmes, are focused on making our facilities and expertise available to those who wouldn't normally be able to afford our services.

We're partnering with East Riding Council to roll out our COVID-19 Rehabilitation programme to its 602,000 residents.

Initially available through NHS Foundation Trusts across the UK, our specialist 12-week rehabilitation programme addresses the debilitating affects of long-Covid, and supports patients in their recovery through physical therapy and mental health support.

This is the first time the programme has been made available to an area not already served by one of our fitness and wellbeing centres. By taking this action, we're expanding our reach into new areas of the country, and supporting our health and wellbeing ambitions on a local level.

Our purpose to build a healthier nation drives us to continually look for ways to expand our free-to-access flagship programmes, and give communities more access to our services.

Tackling health inequalities

Young people in disadvantaged communities have poorer life chances than their peers. They are more likely to struggle at school, face isolation, mental health issues, and unemployment. Sport and physical activity can significantly improve their situation.

We've joined forces with sport inclusion charity, Access Sport, to help tackle health inequalities in Greater Manchester. This new partnership combines our resources and expertise to help address and support the unmet needs of 15,000 disadvantaged local young people, and their families, over the next two years.

Through this partnership, we aim to encourage more young people into community sport. They will have access to our Manchester Institute of Health & Performance, and the opportunity to take on new sporting experiences and challenges.

Over the coming year, we'll be looking to forge more partnerships with local community groups across the country, which can help us expand our reach.



National Ingenuity Showcase 2022



Access Sport