



# Building a healthier future

Sustainability is critical for all but for a leading healthcare provider, committed to building a healthier nation, it has to be top of the agenda. It's a fundamental principle of our strategic planning and will create long-term value for the Charity and have a positive impact on society.

Ensuring our Charity is sustainable for the future will help us become more efficient, improve our brand value and help attract and retain innovative people. Our members, patients and customers trust us to be a responsible organisation and we aim to drive positive change in the workplace, local communities and the environment.

Our Central Sustainability Forum, created in 2019, meets quarterly and is working with our network of sustainability partners to change the way we think and act, and identify where we can make positive change. Involving people from across the Charity is essential if we are going to make a lasting difference.

Several initiatives proposed at the forum have already been implemented, such as the removal of wet-kit bags from our fitness and wellbeing clubs and the introduction of female mannequins for CPR (cardiopulmonary resuscitation) training.

We're further defining ways of measuring our impact and improving our reporting, enabling us to identify areas to focus on.

In 2019, we joined other organisations in signing the UN Global Compact, the world's largest corporate sustainability initiative. It encourages signatories to align strategies and operations with universal principles on human rights, labour and the environment, as well as taking actions that advance societal goals. As part of this initiative we're aligning our strategies with those Sustainable Development Goals (SDGs) most relevant to our Charity.

The SDGs aim to achieve a better and more sustainable future for all. They strive to end poverty, fight inequality and stop climate change. Our sustainability activities contribute towards the goals, helping address local and global challenges.



## Our sustainability framework

### Healthy Work

Work is the best route out of poverty. As well as providing an income, it boosts self-esteem and mental wellbeing. We're committed to providing quality training and education. Inclusive employment, embracing all ethnicities, genders and disabilities, allows people to evolve.

### Healthy Communities

We're supporting local communities, by providing a range of jobs and opportunities, including apprenticeship schemes. Our unique flagship programmes address societal health needs and reach people, including those with low resources, who wouldn't normally be able to access our services.

### Healthy Environment

We're increasing recycling and reducing energy usage. Sustainable alternatives to single use plastic are being introduced wherever possible. We'll only work with reputable suppliers, and strive to procure products that contribute to sustainable healthcare, protecting natural resources and championing a circular environment.





MENTAL HEALTH AT WORK



Looking after our people  
Reinforcing our pledge to raise awareness of mental health and domestic abuse issues

81% of our people completed our Emotional Wellbeing online training module

573 people at the end of 2019 have worked for us for over 20 years

996 WeCARE awards given to recognise our exceptional people

Healthy Work

Aligned to SDGs:



At Nuffield Health, we want our people to thrive through work, not in spite of it. Our aim is to reduce stress factors, improve job quality and provide an environment that empowers people, whatever their role, to live our purpose to build a healthier nation.

Without our 16,000-strong workforce, Nuffield Health wouldn't be sustainable. While we always consider how we impact the wider community and the environment, we're also committed to creating a healthier workplace that doesn't discriminate against gender, ethnicity, disability, age or lifestyle.

During the year we developed our 'Healthy Work' programme, encompassing physical, emotional, social and financial wellbeing. Moving into 2020, our people will be encouraged to take part in this programme and improve their health and wellbeing.

Engagement

We're committed to communicating honestly, openly and regularly with our people, providing them with information on all matters, including business performance, strategic direction, employee benefits, and our successes and failures.

Our quarterly internal e-zine, In the Loop, carries news and updates from across the Charity and healthcare market, and is sent direct to every employee. We also communicate through our online system, WorkDay; the extranet; as well as emails, blogs and executive briefings and huddles.

Our leaders are equipped to involve their teams in decisions that affect their employment, as well as the activities of the Charity. A monthly business performance brief aids team discussion on key issues. Our leaders' conference is held annually, as well as a matrons' conference; both focus on how the Charity is performing against its strategic objectives.

Seeking the views and opinions of our people is vital and we gather employee feedback through our bi-annual 'Your Voice' opinion survey. Our internal newfeed, Yammer, provides opportunities for employees to comment and communicate instantly with others. Our CEO uses Yammer to engage directly with people, across the Charity, and hear their views.

Mental health

It's estimated that one in four adults has a mental health issue in any given year and the number is rising. Reasons put forward range from pressures imposed by social media to financial insecurity. Alarmingly, only 51% of respondents to a YouGov 'Mental Health at Work' survey felt comfortable talking about mental health in the workplace, with 39% saying work was a contributing factor to them experiencing poor mental health.

We passionately believe in supporting our employees through mental and emotional issues. And, in October, we joined other UK organisations in signing the Mental Health at Work Commitment, pledging to raise awareness of, and improve, standards of mental health care in the workplace.

By the end of 2019, 81% of our people had completed our Emotional Wellbeing online training module. In addition, our second mental health e-learning module was launched aimed specifically at line managers. So far 65% have completed the training, with feedback showing it's increased managers' understanding of this sensitive issue and helped them support their teams. Roll out will continue through 2020.

By increasing awareness, challenging unhelpful attitudes and removing fear of discrimination, we're promoting an open and supportive culture around mental health across our Charity.

Training and development

We offer our people the highest standards of education and support to help them achieve their career goals and aspirations. During the year, we launched a range of courses including one-day sessions for the physiotherapy team, along with clinical courses such as intravenous additives

updates and medicine management. We ensure our training resources are accessible and inclusive. By using a variety of teaching styles and modifying them to match different learning preferences and abilities, we support career development for all.

Apprenticeships remain high on our agenda. Currently, 200 employees are on apprentice programmes, and we're looking to double that number by April 2021.

Our preceptorship programme is a nine-month learning module designed to meet the needs of newly qualified nurses entering employment for the first time. It aims to develop an understanding of the hospital environment and enhance clinical skills.

In 2019, the programme was recognised as 'best in class' and shortlisted for a Student Nursing Times award. We were the only acute independent provider recognised for the award, which celebrates learning and educational excellence.

Diversity and inclusion

We're committed to being an inclusive employer and supporting a working environment that allows all our people to flourish and be part of our success, regardless of gender, ethnicity, disability and lifestyle.

We're pleased that 79% of people, who responded to our 2019 'Your Voice' opinion survey said they're 'treated fairly and with respect, without discrimination of any form', with 13% neither agreeing nor disagreeing. Our focus in 2020 will be on the 8% who disagreed with this statement, and we're committed to understanding their opinions and improving our score in the future.

We're dedicated that throughout working relationships, team members are not discriminated against and equality, 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.

To make sure we recruit the right people for the right roles, in 2019 we ran recruitment skills workshops for leaders to help them



recognise unconscious bias. Colleagues at director level underwent assessments looking at ethnic generalisations. These insights are helping us formulate an engagement plan for the future.

Employing people from a variety of backgrounds, who possess different skills, have varying lifestyle choices or disabilities, who possess a variety of values, communication, learning and thinking styles, will add value to the Charity.

**Gender pay gap**  
At 4.3%, our mean gender pay gap is slightly higher than the 3.4% we reported in 2018. However, it's still significantly below the national average of 17.3%, as identified by the Office for National Statistics. When comparing the median figure (the midpoint across the salary spread), our median pay is 0.3% higher for women than it is for men.

Work has started on the implementation of an action plan that will see us become a more diverse employer. We're taking time to do this, in order to ensure that the plan takes a long-term approach.

Reward and recognition

Our WeCARE recognition scheme, launched in 2018, recognises people who demonstrate our values and behaviours in the workplace. During the year, over 2,000 people were nominated by their colleagues, with 996 receiving awards. At the end of the year, those identified as exceptional were invited to a lunch, hosted by our executive team, along with people celebrating long-service milestones.

Looking ahead

The agility, skill and passion of our people have never been more important for the future sustainability of the Charity. Through 2020 we'll focus on strengthening our people strategies and policies. Our aim is to ensure we provide a stimulating and healthy work environment for all.

Our values framework



**Connected**  
We work together as one Nuffield Health to deliver the best experience to our patients, customers and colleagues



**Aspirational**  
We inspire individual and collective health and wellbeing



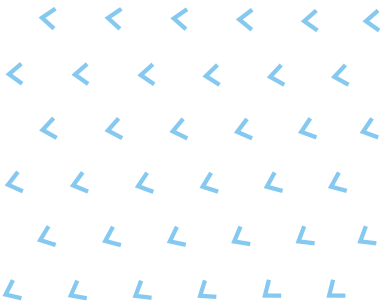
**Responsive**  
We listen, communicate and act in an open, straightforward way



**Ethical**  
We demonstrate our commitment to individuals, our communities, society and the environment







# Healthy Communities

Aligned to SDGs:

3

GOOD HEALTH AND WELL-BEING

8

DECENT WORK AND ECONOMIC GROWTH



**Social Mobility**  
PLEDGE

In 2019 Nuffield Health signed the Social Mobility Pledge, joining 500 organisations globally, showing our commitment to social mobility, supporting our local communities

Nuffield Health has a strong presence across diverse communities up and down the country. We're committed to supporting these communities by meeting unmet health needs, increasing access to our services, providing fulfilling job opportunities and playing a meaningful role in local life.

Teams at our fitness and wellbeing clubs, and our hospitals, actively support local initiatives. Examples include providing exercise classes for the elderly in care homes, some of whom are suffering from dementia, and giving armed forces veterans free access to our gyms. Many of our sites donate supplies to food banks.

Our support centre is based in Epsom, making us a significant employer in the area. Amongst other community-based initiatives, we actively support the Epsom and Ewell food bank and, in 2019, donated over 360 meals, freshly cooked by our in-house food and beverage team. The meals were distributed along with recipe cards, featuring tips on making the most of low

cost ingredients. In December, members of the team volunteered to cook at a special Christmas party for food bank clients and our people donated food and supplies to support the local community.

**Social mobility**  
To reinforce our commitment to providing fulfilling and sustainable job opportunities in our local communities, in 2019, we joined together with other UK businesses in signing up to the Social Mobility Pledge. As part of this, we've undertaken to offer structured work experience and apprenticeship opportunities for people living in the areas in which we operate. We aim to adopt open employment recruitment practices, which promote a level playing field for people from disadvantaged backgrounds or circumstances.

The Nuffield Health apprenticeship programme helps to ensure that learning opportunities are available for all. It offers courses spanning a range of disciplines



CASE STUDY

## Earn and learn

As the manager of a nightclub for nearly three years, Al Mansell-Rowe was having lots of fun but she knew it wasn't what she wanted to do as a career. So, when she saw an advert for a procurement assistant role at Nuffield Health, with the added benefit of a place on an apprenticeship scheme, she applied and got the job.

"What attracted me was the promise of a job with a reputable company, and earning money while still learning and gaining a Chartered Institution of Procurement and Supply qualification."

When 21-year-old Al finished her A-levels, she was under pressure to go to university, like most of her friends. But, in part, she was deterred by the debt she'd incur and the fact that she didn't have a clear idea of what she wanted to study.

So was it a good move not to go to uni? "Definitely," she says. "Apprenticeships are under-rated. They offer so many opportunities. I'm not stuck with debt, like my friends. And I'm getting hands-on experience, with time to study for a respected qualification."

Does she miss the nightclub? "Not at all. It was good experience, and I learned a lot, but I'm loving working for Nuffield Health."

360

meals donated to the Epsom and Ewell food bank during 2019

17,500

people benefited from our community flagship programmes

including fitness, healthcare, procurement and early years childcare. Designed to build skills for life, ranging from developing numeracy and literacy skills to technical qualifications, degree level or postgraduate qualifications, they're open to anyone in the community aged between 16 and 60. When recruiting for roles within the Charity, our managers are encouraged to 'Think Apprenticeship First'.

**Flagships**  
Our unique flagship programmes are either free or subsidised services, which address unmet health and wellbeing needs. They're key to increasing our accessibility and reaching people living with lower resources. In the past year alone, more than 17,500 people have benefited from these unique programmes, and we generated a best estimate SROI of 300%.

**Flagship development**  
In 2019, our Medway fitness and wellbeing club worked with Age UK Medway on a Healthy Ageing flagship pilot programme, helping older people exercise, strengthen their muscle tone and generally improve their wellbeing. Fitness plans were tailored to each individual client, and the results have been astonishing. Strengthened muscles, improved posture and core strength, as well as a greater awareness of their health, are just some of the benefits noticed by participants. In partnership with Age UK, we plan to roll this out to more of our fitness and wellbeing clubs in the future.

**Looking ahead**  
We'll continue to stay relevant and engage with the communities in which we operate. Our focus in 2020 will be on expanding our ability to assist those people who can't normally afford or access our services.



CASE STUDY

## Keep on moving

It's important for all of us to keep moving, whatever our age. But for some, a trip to the gym can be a daunting experience, particularly when you're in the older age group.

When Age UK Medway was approached by its local Nuffield Health Fitness & Wellbeing club to take part in a pilot scheme encouraging older people to do more exercise, they grabbed the chance.

Sue Hodges, Manager of Age UK's Strood Day Centre, explained: "We're always looking for new ways to get our clients up and about and loving later life. So we were really excited to start this new venture with Nuffield Health."

The eight-week programme concentrates on mobility and core strength. Before the start of the programme, Personal Trainer, James, spoke to each of the clients individually, to gain an

understanding of the types of exercise they may need to be concentrating on.

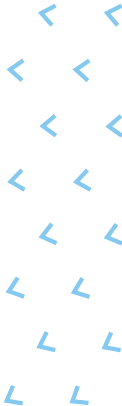
The results have been astonishing, with clients reporting strengthened muscles, better posture and improvements in core strength, as well as an increased awareness of their health in general.

Sue said: "One of our larger clients, who initially struggled to get up and down in a chair, can now stand from a sitting position, holding a 4kg weight in front of her. Her family was so pleased with her progress that they bought her a set of dumbbells for Christmas!"

The team at Strood Day Centre will be keeping up the momentum. "We've bought some hand weights so we can carry on with the resistance training and implement some of the exercise regimes that James has taught us. Our clients are really enthusiastic," said Sue.

We're always looking for new ways of getting our clients up and about and loving later life.

Sue Hodges, Manager  
Strood Day Centre







**Planting for the future**  
In 2019 we planted 385 trees at the Woodland Trust's Young People's Forest in Derbyshire, to offset our carbon footprint for paper use



CASE STUDY

# Healthy Environment

Aligned to SDGs:



The World Health Organisation cites climate change as the largest threat to human health in the 21st century. As part of our purpose to build a healthier nation, we're committed to reducing our impact on the environment and delivering sustainable healthcare. During the year, we encouraged our people to be more 'environmentally aware', emphasising that small actions make a huge difference.

## Making headway

During 2019, we had a number of successes and met our key targets.

### Carbon emissions

Our energy now comes from natural renewable sources – wind, solar and hydro energy, meaning 95% of the electricity we use across the Charity is carbon neutral. We ended 2019 with a 64% reduction on e-carbon emissions year-on-year.

### Energy consumption

Work to highlight the importance of efficient energy management has delivered

positive results. Electricity consumption was down 2.99%, through initiatives such as our temperature optimisation guide. Last year, gas consumption was up 5%, so we're pleased to see this reduce by 1.23% in 2019. Our target is to further reduce gas and electricity usage by 2.5% in 2020.

### Recycling

'Good Recycling' guidelines were sent to all our sites, encouraging best practice amongst our people, patients and members. We met our 40% recycling general waste target, and intend to recycle 50% of our general waste in 2020. We continue to work with suppliers to identify ways of enhancing recycling levels.

### Plastics

We're working with a number of suppliers, across our consumer and hospital sites, to remove and replace single use plastics, and agree sustainability plans and targets where appropriate.

Notable initiatives included the removal of wet-kit bags from our fitness and wellbeing clubs. Members bring their own or purchase a reusable bag from us. In 2020 our focus will be on the removal of poolside plastic shoe covers.

Our hospital in Newcastle upon Tyne successfully trialled Bio Systems' reusable sharps containers. Between July and September 2019, 66 containers were saved from incineration. Trials will continue in further hospitals.

## Be energy aware

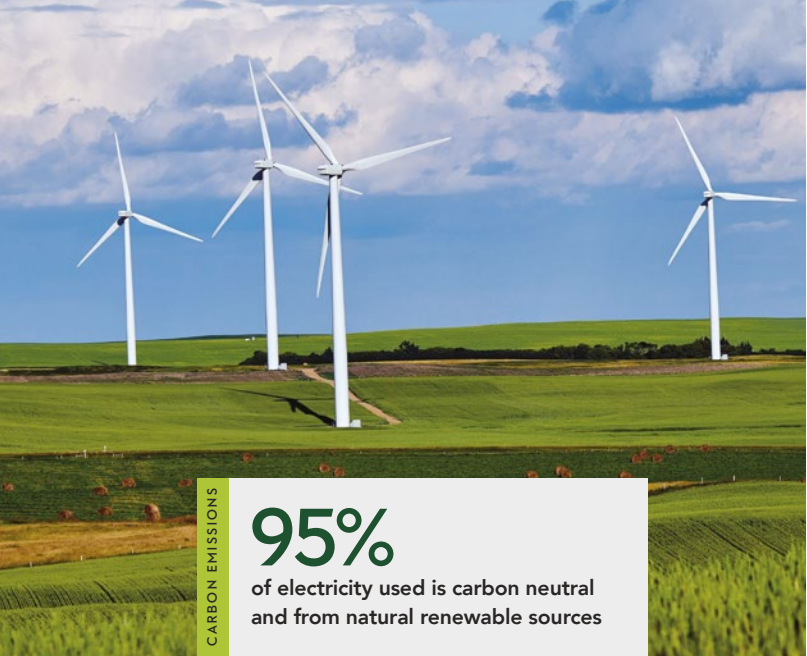
Treat the workplace as you do your home, and the savings will roll in. That's the view of Energy Manager James Walker. And he's not just talking about financial savings. Ultimately, it's about saving the planet. "If you believe the scientists, the outlook is bleak. We're living for now rather than where we'll be in 20 years' time. My role is about looking at how the Charity can increase energy efficiency and reduce carbon emissions."

James encourages colleagues to be 'energy aware'. And he does this by visiting our fitness and wellbeing sites around the country. "Most of

us are careful about ensuring that our homes run efficiently. But this isn't always the case when we're at work," he says.

On his visits, James invariably finds lights left on unnecessarily, or chilled water pumps running 24 hours a day when it's freezing outside. "People don't do it deliberately, it's just that they often have other priorities and turning off lights is at the bottom of the list," he says.

So, what motivates James? "Raising awareness of how we can all contribute towards a cleaner Earth," he says, "and, at the same time, saving money for our Charity."



**95%**  
of electricity used is carbon neutral and from natural renewable sources

## Site maintenance

In 2018, building services engineers (BSEs) were brought in-house at our fitness and wellbeing clubs. Ongoing training and development has been key to embedding the new model, with over 100 engineers attending courses during the year. This enabled better monitoring of water and energy usage and allowed us to make savings without affecting services. The skills of our BSEs will be further enhanced during 2020, through a range of training programmes.

## Suppliers

A Supplier Code of Conduct will be introduced during 2020, setting out minimum expectations on a wide range of issues, including employment, business and environmental practices, and information security.

## Looking ahead

Work to procure products that contribute to sustainable healthcare and a healthy working environment will continue. We'll do our utmost to protect natural resources and champion a circular economy that recovers and regenerates products and materials at the end of each service life.



**2.99%**  
reduction in electricity consumption and gas consumption down by 1.23%



**40%**  
of our general waste was recycled in 2019, up from 34% in 2018



**1.4m**  
plastic wet-kit bags removed from our fitness and wellbeing clubs