Supporting healthy COMMUNITY + Creating healthy WORK + Protecting a healthy ENVIRONMENT

Leads to

Building a healthier nation sustainably

Sustainability

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 areas of focus across the Charity where we're taking positive actions towards a more sustainable future for all.

We're making good progress across our sustainability pillars - driving positive change in the workplace, ensuring accessibility, engagement and opportunities in the community, and protecting the environment.

Our strategy aligns to the following reporting frameworks and benchmarks:

ecovadis Business Sustainability Ratings

SUSTAINABLE DEVELOPMENT GOALS

CDP DISCLOSURE INSIGHT ACTION

Healthy COMMUNITY

8,000+

people supported through our free rehab programmes

Our areas of focus:

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

Accessible and affordable services for those in need

We're committed to playing a meaningful role in local communities, and providing opportunities for people managing on lower resources to access our services and benefit from our extensive health and wellbeing expertise.

By making our services affordable and accessible, we can support people through the different stages of their lives, helping them develop more sustainable ways of living. Whether this is through supporting young innovators from underrepresented communities, tackling health inequalities or promoting job opportunities through our apprenticeship programme, Nuffield Health is committed to building healthier communities.

Our unique Programmes For All provide free services to address unmet health and wellbeing needs, including helping those coping with joint pain, long-COVID and cardiac rehabilitation. This year alone, over 8,000 people accessed these programmes and the feedback shows they've made a difference to people's lives.

As the UK's largest healthcare charity, we use our position to encourage people of all ages to exercise regularly. For this reason, we've created Move Together, a new free community initiative, run by our expert Personal Trainers, which empowers young people to get outdoors during the summer, exercise and have some fun. We're also partnering with Merton Libraries, in South West London, offering free group exercise classes and health checks for local residents who might not otherwise be able to access our services, or any other type of health and fitness activity.

Our research into health outcomes enables us to support communities with initiatives that are right for them. Each of our sites is empowered to forge links with local communities and charities to further our drive to tackle unmet health needs.

Community rehabilitation

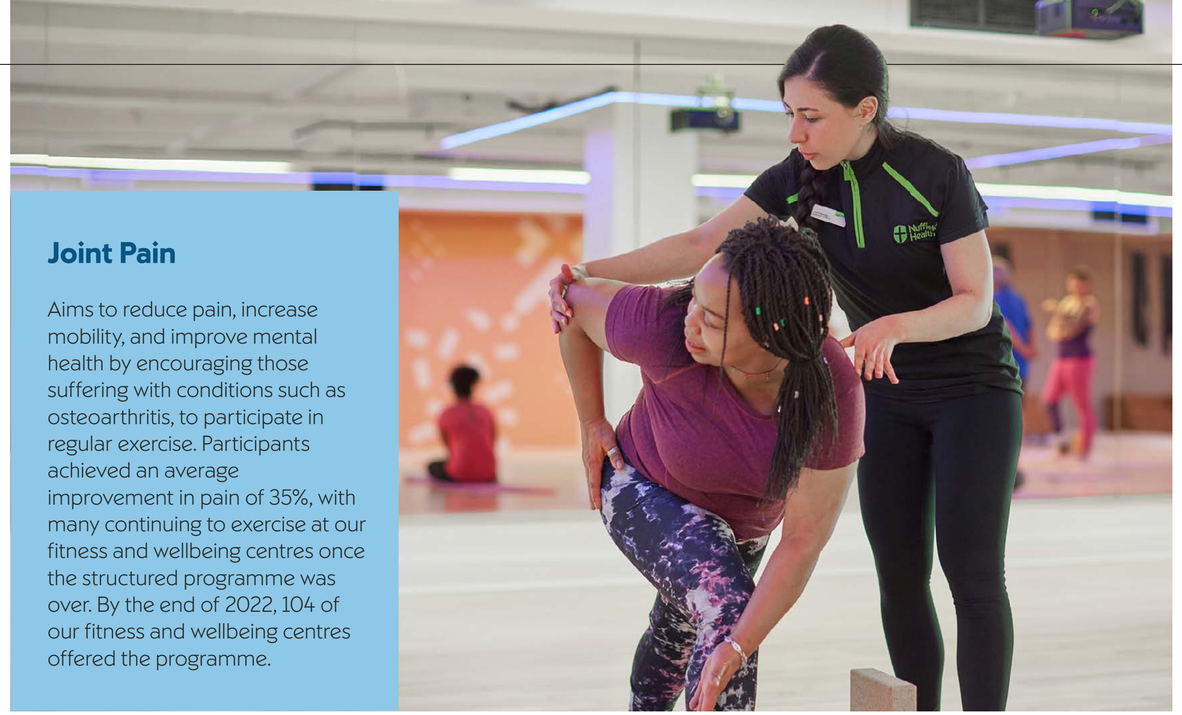
In 2022, over 8,000 people benefited from our free structured rehabilitation programmes, addressing unmet health and wellbeing needs in the community. Delivered by our expert Rehabilitation Specialists, the programmes are aimed at people living with lower resources, who would not normally be able to access our expertise or services. These unique programmes are changing lives for those living with conditions such as joint pain, or the debilitating symptoms of long-COVID.

Recognising the impact of cardiovascular disease on the health of the nation, in 2022, we launched a pilot cardiac rehabilitation programme, Supporting Hearts and Minds. Aimed at people recovering from a cardiac diagnosis, event or procedure, the 20-week programme uses a blend of education, and structured exercise, as well as emotional wellbeing support. Beneficiaries are equipped with knowledge to manage their condition long-term. Initially available at our Barbican and Plymouth fitness and wellbeing centres, it will be rolled out to a further 10 sites in 2023.

The programme receives referrals from the NHS, and is an example of how we work in partnership with other healthcare providers, making pioneering services available to the wider population.

8,000+

people supported through our free rehabilitation programmes (2021 – 4,227)



Joint Pain

Aims to reduce pain, increase mobility, and improve mental health by encouraging those suffering with conditions such as osteoarthritis, to participate in regular exercise. Participants achieved an average improvement in pain of 35%, with many continuing to exercise at our fitness and wellbeing centres once the structured programme was over. By the end of 2022, 104 of our fitness and wellbeing centres offered the programme.

COVID-19 Rehabilitation

Aims to help the increasing number of people struggling to recover from the long-term effects of the virus. The 12-week programme combines physical therapy with emotional wellbeing support, and is tailored to the individual's needs. It includes coping with fatigue, anxiety, sleep, and eating for recovery. By the end of 2022, it was available at 43 of our fitness and wellbeing centres, and online.

Joint Pain programme outcomes

37%
Average improvement in physical function

35%
Average improvement in pain

COVID-19 Rehab programme outcomes

68%
Average improvement in mental wellbeing

35%
Average improvement in fitness

34%
Average improvement in breathlessness

KEN MUNDELL

Supporting Hearts and Minds participant

When 74-year-old Ken Mundell had a heart attack in October 2022, he thought life as he knew it had come to an end.

A joiner and carpenter by trade, Ken had always led an active life. “The heart attack came out of the blue. I spent 10 days in hospital and, at first, they thought I needed open heart surgery. But then the consultant decided to fit two stents into my arteries. When I came home, I was only able to walk for five to ten minutes a day and, as each week went by, I could feel I was losing strength, physically and mentally.”

Ken’s consultant suggested referring him to a new, free, cardiac rehabilitation programme, being run at Nuffield Health’s fitness and wellbeing centre in Plymouth. He jumped at the chance.

“It’s been first class,” enthuses Ken. “The Rehabilitation Specialists, Aaron and Courtney, are brilliant. Their support has given me my life back – I’m playing bowls again, and recently did a long, rugged, walk across Dartmoor with a pal. If I hadn’t been referred to Nuffield Health, I dread to think what position I’d be in now. Everyone’s been amazing.”

Ken recently completed the 20-week programme, during which time he’s lost around half a stone in weight. “I’m feeling fitter than ever,” he says.

“Their support has given me my life back”

Aaron Williams has been a Personal Trainer at Nuffield Health for 12 years. He became interested in cardiac rehabilitation after his granddad was diagnosed with cardio vascular disease, and has since specialised in helping people exercise safely, in a structured way, after a cardiac event.

“Working with Ken has been a joy. He’s tackled every task and element of the programme with determination. He’s achieved his key goals, lost weight, gained confidence, and increased his energy levels. Definitely a success story!”

AARON WILLIAMS

Rehabilitation Specialist

"I love how included I felt, how happy I felt after the sessions."

Ellie, aged 13
Participant

20,000

The number of girls we're aiming to reach in 2023

Launched in June 2023 across 114 community venues across the UK

Removing the barriers to exercise for girls

Only 10% of girls aged 13 to 16 achieve the recommended levels of physical activity.* And for 28% of girls, the only exercise they get is their weekly school PE lessons.**

To address these findings, during the summer of 2022, we piloted Move Together, a free, fun and inclusive exercise class, focused on encouraging girls to get fit, stay fit and include movement as part of their lifetime routine.

Initially carried out as a pilot project, the feedback from participants, parents and carers was so positive that, in 2023, we launched weekly classes across the UK. Run by our expert Move Together Personal Trainers, the classes will be held in community venues across the UK, offering a range of activities including dance, Pilates, yoga, circuits and boxing. Move Together will provide a safe, confidence-boosting environment for young girls to meet and make friends, breaking down the barriers to exercise.

Our ambition is to get 20,000 young girls, including those living with lower resources, active by the end of 2023.

* Women in Sport - Reframing Sport for Teenage Girls 2020
** Nuffield Health Healthier Nation Index 2023

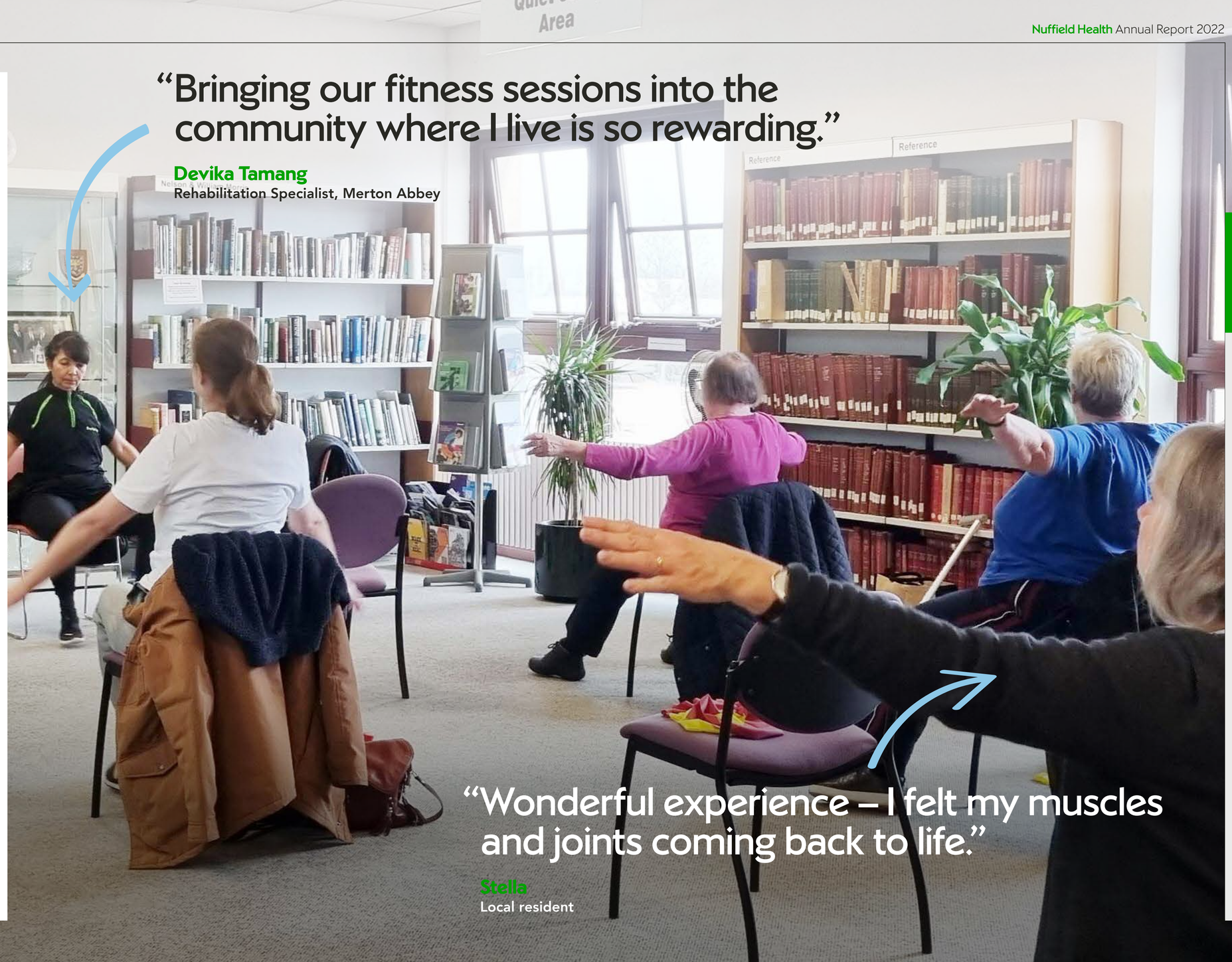
Great expectations

In October 2022, we partnered with the London Borough of Merton to launch an innovative community initiative to improve residents' health and wellbeing by providing free services at the borough's seven libraries. With 150,000 library members and an annual footfall of one million, we're helping to support unmet needs and address health inequalities in the local community.

Cost is a barrier for some residents, but libraries are open to all and host other free events, helping people to feel comfortable to walk in and find out more.

Our partnership with Merton Council involves experts from six of our local fitness and wellbeing centres and our Parkside Hospital. The libraries host weekly events, where our experts provide free seminars, group exercise and health checks. Residents are empowered to take control of their own health, and have access to events and education to help them to live more active, healthier lives. For those unable to attend in person, access to our free online wellbeing hub enables more people to connect to our services and resources remotely.

Click here
to visit our wellbeing hub



"Bringing our fitness sessions into the community where I live is so rewarding."

Devika Tamang
Rehabilitation Specialist, Merton Abbey

"Wonderful experience – I felt my muscles and joints coming back to life."

Stella
Local resident

Healthy WORK

Our areas of focus:

Health and wellbeing

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

Sense of belonging

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

Personal growth

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

3.4%

Gender Pay Gap

Our lowest figure in six years of public reporting and far below the national average of 14.9%

Click here to read the full report online

Supporting our people to thrive

Our people are the heart of Nuffield Health, delivering outstanding care and services to our beneficiaries every day of the year. Recognising this, we're focused on building an inclusive, caring culture, where everyone feels they belong and can thrive. Through our Healthy Work strategy, we're investing in market-leading training, resources, and support to help our people excel in their careers.

During the year, with the rise in the cost of living, and an uncertain economic outlook, we gave extra support to those people at the lower end of the pay scale. Everyone earning £31,000 or less was paid an extra £300, with part-time colleagues receiving a pro-rated payment. In addition, we implemented the Nuffield Health Living Wage, which commits us to paying at least 5% above the National Living Wage for those age 25 years plus. We hope these payments go someway to making things easier for people during these difficult times.

We've continued to make progress on closing our gender and ethnicity pay gaps. Our average gender pay gap for 2022 is 3.4%, an improvement on the 5.9% reported last year. It's almost 50% lower than the figure recorded in 2017.

As we work towards building an inclusive and equitable culture, it's pleasing that we've maintained a positive ethnicity pay gap. We've seen a slight reduction, from 5.7% in 2021, to 4.4% in 2022, based on an improved ethnicity disclosure rate of 68%, compared to 60% in 2021. We're happy, therefore, that this year's data is more representative of the Charity as a whole. We're continuing to encourage people to complete their personal profiles through our online HR system, Workday. This will give us better data, as we work towards our goal of becoming a more diverse and inclusive employer.

" We all need someone who says you can do this."

Justine Duda joined Guildford Hospital in 2015, as Matron, after a 30-year nursing career in the NHS. In 2021, she was appointed Hospital Director at Guildford and has since taken on the role of Hospital Director at Woking Hospital, alongside her existing duties. She says: "While my clinical experience helped me work with consultants and nursing teams, I lacked the financial knowledge of running a hospital. But I had an amazing mentor. We all need someone who says 'you can do this'."

Justine believes having so many women at senior management and executive level provides positive role models and is empowering. "It demonstrates Nuffield Health's commitment to equality," she says.

Ensuring everyone has a voice

We're committed to creating a healthier nation that serves everyone, regardless of background, culture or ethnicity. We want our people to have the skills and expertise to provide respectful and equitable care. And that's why we're providing EDI (Equity, Diversity and Inclusion) training across all levels of the Charity.

Starting with our Executive Team and Governors, who completed a one-day workshop, which focused on the difference between safety and bravery, bystanding and advocating, and discussed changing terminology and the influence of privilege on perception.

We've introduced three new training sessions on: inclusion; banter and boundaries; and being an inclusive leader. Participants have found the training informative and thought-provoking.

We want to create a working environment where our people feel they belong and can be themselves. To help focus our efforts across the Charity, we've appointed our first Equity Specialist, Grace Boleyn-St Aubyn.

Equity Forum

Our 100-strong employee-led Equity Forum is making a significant impact on our progress as a fully-inclusive and diverse employer. In their quarterly meetings, the Equity Forum members have open and honest conversations where they share their opinions and experiences, provide feedback and advise on the Charity's strategic ambitions.

Now we have two diversity networks that sit under the Equity Forum, which are founded by our people. They are the Muslim Network and the Pride Network for LGBTQIA+ people. Both provide a safe space for people with similar beliefs or backgrounds to come together for advice, support and to enhance their careers.

Pride Network
Established in 2022

Jacqs Harper, Technology Director and Chair of the Pride Network, shares why the Network is playing a key role in supporting LGBTQIA+ colleagues.

Aims of the Network
"We're still growing our Network and reviewing our aims, but broadly, we want to create a community that can offer support to LGBTQIA+ colleagues and allies. We also hope to provide education on issues affecting the community. We have special interest areas, such as trans healthcare, that we are exploring with our Nuffield Health colleagues."

Achievements so far
"We're very excited for Pride month this year. The group was in its infancy in June 2022, but this year we're proud that we have grown to be 15-strong and have members from all areas of the country. We've matured as a group and we operate with a rotating chair, making sure everyone has an opportunity to contribute. We will be creating some content for Pride month this year that we hope everyone will find interesting and valuable."

Network support
"Personally, I love the feeling of solidarity and connection I get when attending our Pride meetings. It's great to share stories and experiences. It is good to have a group of colleagues who are supporting each other."

"Personally, I love the feeling of solidarity and connection."

Jacqs Harper
Pride Network Chair

"Members feel more able to bring their whole selves to work."

Abdul Ghafoor
Muslim Network Chair

Muslim Network
Established in 2022

Abdul Ghafoor, Head of Digital Products and Muslim Network Chair, explains that the Network is helping build a community.

Aims of the Network
"Our first aim is to improve employee engagement by actively listening and sharing relevant insights about our experiences. Secondly, we want to improve awareness of issues facing Muslim team members in the work environment. And lastly, we aim to support Nuffield Health's wider goals, including reducing health inequalities in faith-based communities by working with health professionals and policy makers to gain insight and access to target communities."

Achievements so far
"Membership is open to Muslim and non-Muslim colleagues, as well as those who are non-religious. We're building a community connected through faith, with people dispersed across Nuffield Health's hospital, clinical and fitness estate."

Network support
"Members feel more able to bring their whole selves to work, share their breadth of experience, and help the Charity reach its health goals in their local communities."

Embracing differences

Brighton Hospital's Ellen Herbert, Senior Staff Nurse, presented her dissertation research on transgender individuals' experiences in healthcare settings in the UK and USA at our Preceptorship programme. She shared that people had poor experiences, including being misgendered, being asked inappropriate questions and not receiving adequate care.

Ellen was voted 'best Preceptorship presentation of the year' and nominated for the 'rising star' award at the Royal College of Nursing Awards. Since then, Ellen has presented to various sites and provides a safe space for people to ask questions and learn more.

Clinical nurse specialist Liz Hills, also at Brighton Hospital, works closely with patients who come in for gender affirmation surgery. Liz says: "Education and training is crucial to help us avoid misgendering patients. From the moment they arrive and introduce themselves, we ensure that all team members know the patient's chosen name and correct pronouns. It means a lot to our patients that we actively try to support them in this way."

Sam Maundrell, Lead Nurse for Children and Young People's Services at our Oxford Hospital, and her team received an Outstanding rating after developing their services to be more inclusive of LGBTQIA+ young people. Simple changes, such as asking the right questions with confidence and compassion, and creating door signs with chosen names, have made a big difference.

Liz Hills
Clinical Nurse,
Brighton Hospital

Empowering our people to be the best

Learning and development

We're providing fulfilling learning experiences, quality training and education to all our people, across the Charity, to help them grow and develop their careers, through our healthy work strategy.

Our leaders are encouraged to mentor, coach and have positive conversations with their teams to support them with a development pathway that works for them. There are a number of learning solutions they can work towards, such as professional development and training opportunities, leadership development, qualifications and apprenticeships. We also provide funding for post-graduate qualifications, diplomas, degrees, Masters, PhDs and short courses.

The Charity embraces the Equality Act and ensures that all applicants and employees with disabilities are treated fairly and in line with the Charities values. This applies when individuals are applying for roles and during their employment, including; training, promotions and supporting their career development.

In the event of an employee becoming disabled, every effort is made and reasonable adjustments are considered with a view to ensuring that their employment continues and their training and development is unaffected.

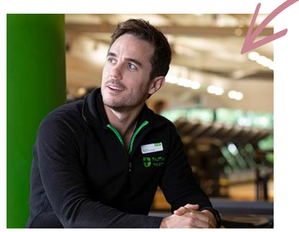
Ways of learning

Our learning and development academy provides blended learning solutions supported by an innovative online training platform, which hosts a variety of resources, programmes and guides to help our people flourish in their roles. We encourage our people to learn in a way that suits them, as individuals, and we offer online as well as classroom-based learning.

Our award-winning 12-month Preceptorship programme supports newly qualified nurses as they transition from student to confident clinician. In 2022, we evolved the programme to become a multi-disciplinary model for nursing associates and allied health professionals, with 68 people having completed the training.

The programme sets them up for success in the early stages of their career, helps them thrive in their work and embeds our connected health offering from the start.

> "We empower our people to be the best in their role – from being qualified in their profession to helping them excel in their careers."
>
> **Owen Ledbetter**
> Professional Education Lead



85%
of apprentices are still working at the Charity two years after completing their qualification

108
leaders enrolled onto Foundation Leaders programme

592
people are on an apprenticeship programme

68
people completed our Preceptorship programme

Jazmin Cutter (right), Apprentice Nursery Assistant, Tunbridge Wells, won a Lifetime Learner Award in the 'Early Years Apprentice of the Year' category in 2022.

Apprenticeships fit for the future

Apprenticeships provide opportunities, where previously people had barriers to access learning and to career progression. Through the programmes, we offer time off to study, on the job mentorship and coaching to help people succeed.

Over 592 people are on our growing range of 50+ apprenticeship programmes, which level-up careers in all areas of the Charity, from healthcare, fitness and wellbeing, to our support function roles. A recent survey by Lifetime, the UK's largest apprenticeship training provider, showed that 85% of apprentices are still working at the Charity two years after completing their apprenticeship qualification.

This year, we continued to develop the apprenticeship leadership pathway with the Nuffield Health Foundation Leaders programme, which aims to support our leaders to deliver a great experience to their teams.

We're putting our apprentices first

A day in the life of...

Jeffrey Napenas

Apprentice Personal Trainer, Leatherhead

05:00

The alarm goes off, then it's a dash to get ready and grab a coffee before heading to the fitness and wellbeing centre, where I'm a Personal Trainer (PT) Apprentice. When I was at school, I was over-weight and lacked confidence. Then a friend took me to a gym and I never looked back. I'm passionate about helping people achieve their fitness goals, because it does so much more than tone muscles. It improves your self-esteem and each time you reach your target, it motivates you to do more.

06:00

I'm in early. It's my job to turn on the lights and do the usual safety checks in the gym, making sure the equipment is working, and everything is clean, ready for our members. Doors open at 6.30am and I make myself visible on the gym floor so people know they can ask me any questions.

08:00

The early rush has eased off and it's a bit more chilled. Later, I'm shadowing one of the qualified PT's training sessions. Watching how he trains a client really helps me, and gives me tips on how to give feedback and encouragement.

10:00

The gym's buzzing again and it's time for me to take a Synergy Circuit class. Either my Fitness Manager or another PT supervises me and gives feedback. I've also got two new member inductions this morning. I show them around the building, demonstrate equipment and answer any questions.

12:00

I'm starving! I'm going to eat in the staff room and catch up on course work. I recently did a two-day lifeguarding course. It centred on what to do if someone gets into trouble in the pool, or injured in the gym, and included first aid, so I want to go through my notes.

13:00

Twenty percent of an apprentice's week is set aside to allow us to develop our skills. This can focus on academic topics required to achieve PT qualifications, such as delivering personal training, nutrition, or applied anatomy and physiology. Today, though, I'm spending time with my manager to discuss my progress. Then, before the afternoon shift arrives, I have a walk around the gym floor to make sure everything's in order for a smooth handover.

14:00

I'm on my way to the station. The day's flown by and I've met some interesting people. I like the ethics of the Charity and there are lots of opportunities. One day, I'd like to be the coach for a professional team, such as rugby, football or basketball. But, for now, I'm earning and learning, and focused on being the best personal trainer I can be.

Healthy ENVIRONMENT

Our areas of focus:

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

23m*

kWh saved in 2022 from our energy campaign

*Against a 2019 baseline and like-for-like comparison of 151 sites

Greener today for a healthier tomorrow

Climate change is the biggest threat to human health and we strongly believe that action to confront it must be taken now, not in a few years' time.

In 2022, we announced ambitious targets aiming to be carbon net-zero by 2030 for our own emissions, and net-zero by 2040. Already, by harnessing the support of our 17,000 people, we've made significant progress in reducing Scope 1 and 2 emissions, proving that small behavioural changes can make a big difference.

There's no doubt that tackling climate change is a huge challenge. But, by working collaboratively across the healthcare sector, we can transform the way care is delivered in the UK, and give us all a chance to curb the worst impacts on the environment.

Nuffield Health is committed to leading the way in openly sharing our progress in achieving our stretching targets, along with our ideas and insights. Our healthy environment strategy outlines the steps we're taking to be a greener Charity, and further reduce carbon emissions, improve waste management and recycling, and build a healthier supply chain.

Our first hydrotreated vegetable oil storage tank is being built at Wetherby HSSU to power our new lorries

We're upgrading Building Management Systems at our sites to drive operational efficiencies

Focusing on sustainable healthcare, nurses from across the sector graduated from our first ever Green Healthcare Leaders programme

We've swapped Ethyl Chloride cold spray for cool sticks to test effectiveness of nerve blocks and neuraxial anaesthesia

2022
We reduced Scope 1 and 2 emissions by **16.5%***
*Against a 2019 baseline and like-for-like comparison of 151 sites

2023
To reduce all emissions by **7%***
*2022 baseline

2030
Net zero for our own operations

2040
NET ZERO

Our route to net zero

Strategy

To help us achieve net zero by 2040, we're focusing our actions on four key strategic areas:

Property and operations
Investing in our infrastructure and getting the basics right, to drive efficiencies across our estate

People
Driving behavioural change and equipping our people with the knowledge and skills to help us reduce emissions

Procurement
Working with our suppliers to understand their carbon footprint and ensure their practices are aligned to ours

Greener surgery
Focusing on care pathways and delivery models to reduce our environmental impact, whilst maintaining quality

How we achieved our 2022 goals

Property and operations
- Energy efficiency programme
- Lagging upgrades
- Installation of automatic water meters
- Installation of LED lighting

People
- #SwitchOff energy employee engagement campaign
- Green Healthcare Leadership programme

Procurement
- Supplier code of conduct refresh
- Procurement policies updated

Greener surgery
- Removal of Desflurane anaesthetic volatile
- Reusable products

Plans for 2023

Property and operations
- Installation of LED lighting
- Upgrades to Building Management Systems
- Lagging upgrades
- Theatre ventilation programme

People
- Recycling employee engagement campaign
- Employee commuting survey
- Electric company car fleet
- Sustainability training

Procurement
- Strategic supplier engagement programme
- Supplier workshop

Greener surgery
- Change anaesthetic gas delivery route
- Leakage detection
- Focus on reusable products e.g. gowns

Plans to 2030

Property and operations
- Low-emissions building policy
- Low-emissions transport fuels
- Install solar PV
- Replace gas boilers
- Install EV charging points

People
- Review travel policy
- Employee commuting
- Introduce other green commuting schemes
- Embed sustainability in recruitment and onboarding

Procurement
- Remaining supplier engagement programme
- Annual supplier workshop
- Journey and product-specific emissions

Greener surgery
- Reusables
- Reduce single use plastics
- Reduce emissions in care pathways

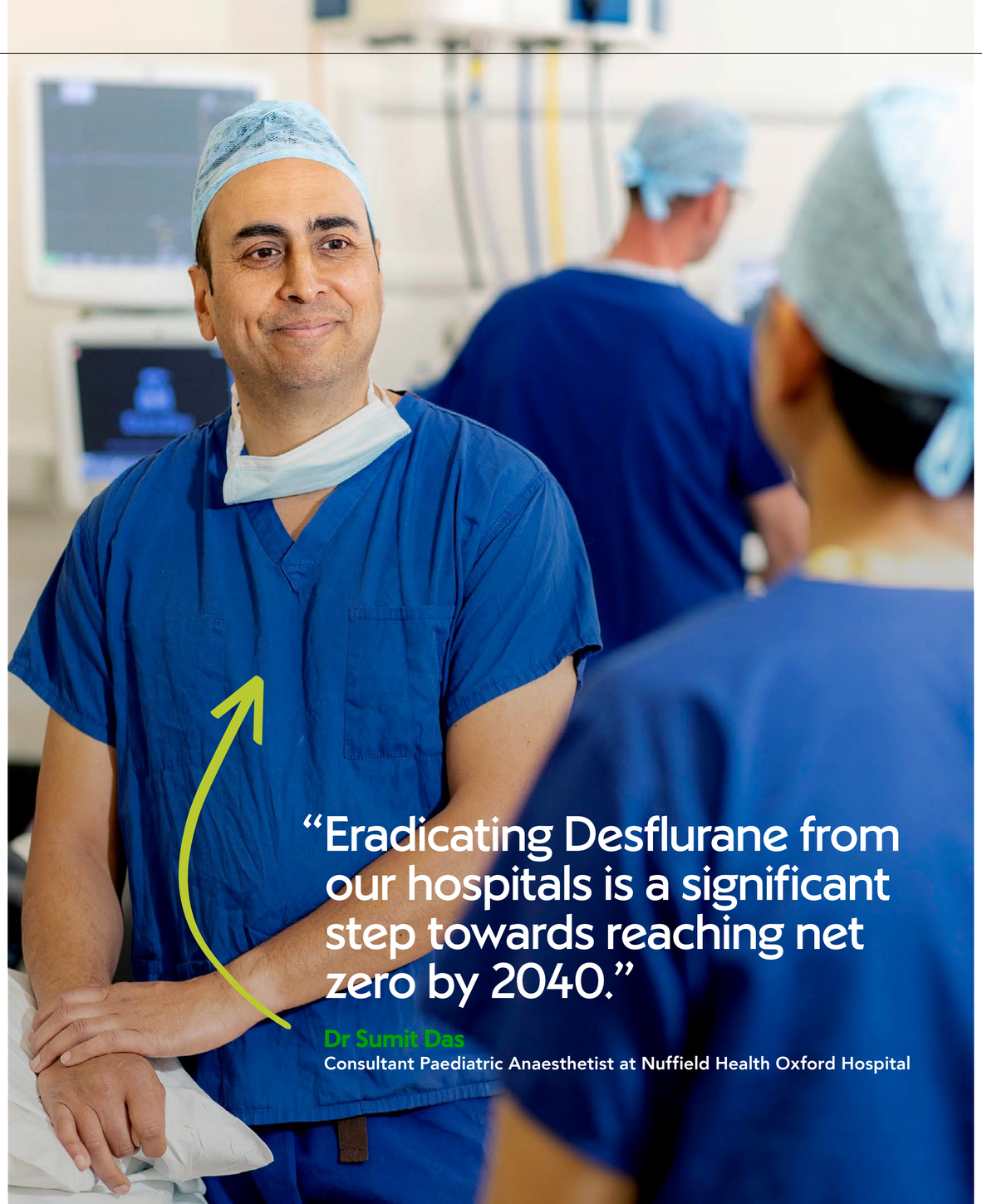
A greener supply chain

Achieving our ambitious net-zero goals will depend on our ability to work collaboratively with the companies we deal with. During the year, we've been engaging with our suppliers to make them aware of our net-zero targets, and discussing our plans to decarbonise emissions embedded in the products and services we purchase across the Charity.

If suppliers have the data available, Scope 1, 2 and 3 information will be collected annually and fed into Nuffield Health's Scope 3 calculations. This will allow us to accurately track emission reductions.

We've been embedding criteria into our procurement processes to encourage suppliers to take climate related action. However, we're aware that, for many companies, this is the start of their journey to net-zero, so we're working with them to understand how and when they are going to achieve emission reductions.

Looking ahead, in 2024, we'll be supporting suppliers through the development of a comprehensive online information hub and educational workshop.



"Eradicating Desflurane from our hospitals is a significant step towards reaching net zero by 2040."

Dr Sumit Das
Consultant Paediatric Anaesthetist at Nuffield Health Oxford Hospital

One bottle of Desflurane has the same global warming effect as burning 440 kg of coal

Removal of harmful anaesthetic gases

Through our Greener Surgery programme, we're replacing products that are environmentally harmful with alternatives that have a lower carbon footprint and we're moving away from single use products to reusables.

Anaesthetic gases are commonly used as part of hospital surgery. Desflurane is one of the most common anaesthetic gases used in the NHS and independent sector hospitals. However, Desflurane is also one of the most environmentally harmful gases. One bottle has the same global warming effect as burning 440 kg of coal.

In October, we stopped the procurement of Desflurane and stopped all usage across our 37 hospitals from the beginning of the year. They are now using more Sevoflurane, which has a much lower carbon footprint - 130 times more warming than CO_2 over 100 years, compared to Desflurane which is 2,540 times more warming over the same period.

1,000

tCO_2e saved in 2022 from stopping use of Desflurane

Driving behaviour change

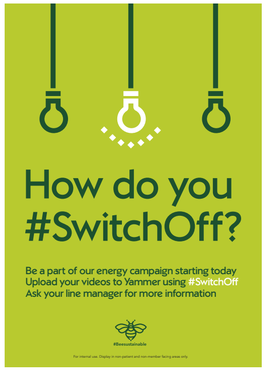
In 2022, we ran our first employee engagement campaign, #SwitchOff, to inspire, educate and empower our people to take action and encourage behaviour change.

#SwitchOff showed our people how making small changes, such as turning off lights and computers at the end of the working day, can help to reduce energy usage. Sites were equipped with a variety of tools, from stickers reminding people to switch off equipment, and posters encouraging conversation, to screensavers on every computer.

Our people used their creativity, and took videos and photos showing how they were being energy efficient. These were shared on our internal Yammer news page so everyone across the Charity could be inspired. A dashboard, showing monthly energy usage and associated carbon emissions, was key to the delivery of the #SwitchOff campaign, and helped drive a huge annual reduction in energy across the Charity.

Our people play a vital role in helping us drive positive change to become a sustainable Charity. We'll continue to involve and engage them in our drive to become more energy efficient.

A toolkit to educate and inspire our people to make small changes everyday



#SwitchOff encouraged teams to get creative and share their ideas

Simple actions led to energy savings across the Charity

Our impact based against a 2019 baseline and like-for-like comparison of 151 sites

23m kWh
Energy usage saved since launch

equates to

11.6k tCO_2e
Reduction in our carbon emissions

resulting in

6.8%
Energy reduction across all of our sites

Introducing the Green Healthcare Leaders programme

Our Green Healthcare Leaders programme was launched in October 2022, in partnership with the Florence Nightingale Foundation. As part of the programme, which champions nurse-led environmental sustainability, 18 nurses from across the independent sector completed the challenge of implementing quality improvement projects to support environmental sustainability in the workplace.

These projects will help create significant change in the way certain procedures and pathways are delivered, and lead to a reduction in environmental impact. They include carbon reduction and waste management initiatives that have resulted in greater use of reusables, and a reduction of clinical waste, as well as de-carbonisation of patient pathways.

The projects were judged at a prestigious graduation ceremony, with the winning nurse achieving a Florence Nightingale Leadership Scholarship, offering a once-in-a-lifetime opportunity to develop their nursing career.

Rachael has been awarded with a Florence Nightingale Foundation scholarship for her sustainable healthcare project

Protecting our future

RACHAEL BROWN

Infection Prevention Nurse, Warwickshire Hospital

Rachael was awarded a Florence Nightingale Foundation scholarship for her sustainable healthcare project, delivered as part of our Green Healthcare Leaders Programme. We asked Rachel to tell us more about her winning project, and why she was inspired to take part in the programme.

"We all have a responsibility to protect our healthcare systems and ensure its sustainability for future generations, especially in the current environmental and economic climate. I've always been passionate about protecting the environment and the programme offers a supportive learning space to develop leadership and influencing skills, while focusing on sustainability.

My project considered the impact of reducing and removing the use of blue paper couch roll in hospitals.

From an infection prevention point of view, they serve little purpose. At Warwick Hospital alone, the paper used for the couch covers was the equivalent of 55 miles of paper in one year! We've now reduced usage across the hospital and it's been well received by the clinical teams.

In my role as Infection Prevention Nurse, I'm responsible for ensuring our patients are treated in the safest possible environment, to reduce the risk of them contracting infections. Historically, infection prevention used huge amounts of single use products, which had a significant impact on hospital waste and carbon emissions. This wasn't helped by the pandemic, when single-use PPE increased exponentially.

Now, we can be far more sustainable as we look for changes that can help preserve the future of healthcare. Keeping patients safe is the main priority, but we can definitely do this in a more environmentally friendly way.

I'm very excited to have won the Scholarship and to have the opportunity to continue learning and developing my nursing skills sustainably."

The potential impact to Warwickshire Hospital by reducing the use of couch roll

55
miles of couch roll paper saved in one year – the equivalent of 7.5 trees

1,776 kg
reduction in clinical waste per year

4,861 kg
reduction in CO_2e per year

£3,900
cost saving to the hospital per year

Lagging work is underway across the estate to prevent heat loss and improve efficiency

Streamlined Energy and Carbon Reporting

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

Also, it summarises the methodologies utilised for all calculations related to the elements reported under energy and carbon.

Nuffield Health is a UK incorporated business and charity. Under SECR legislation we are mandated to include energy consumption, emissions, intensity metrics and all energy efficiency improvements implemented in our most recent financial year, for our UK operations.

An operational boundary has been applied for the purposes of the reporting.

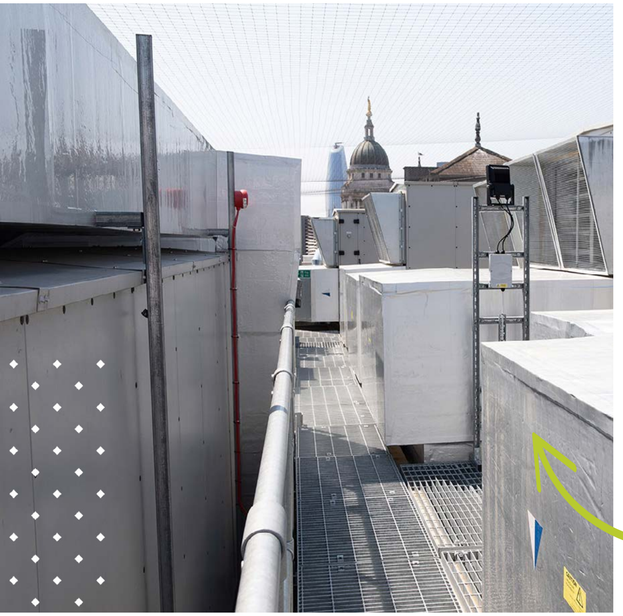
A total of 5.15% of consumption data used for SECR has been estimated to achieve 100% data coverage.

Energy and Emissions breakdown

Our Scope 1 and 3 direct emissions (combustion of natural gas and transportation fuels) for this year of reporting are 43,888.50 tCO_2e, resulting from the direct combustion of 238,914,106 kWh of fuel. This represents a carbon increase of 13.54% from last year.

Scope 2 indirect emissions (purchased electricity) for this year of reporting are 22,191.03 tCO_2e, resulting from the consumption of 114,753,510 kWh of electricity purchased and consumed in day-to-day business operations. This represents a carbon emission increase of 4.66% from last year.

Our operations have an intensity metric of 5.97 tCO_2e/kWh per full time equivalent (FTE) employee for this reporting year. This represents a increase in the operational carbon intensity of 2.88% from our previous reporting year.



In 2023 new chillers will be installed with heat recovery, to save energy

Group total consumption (kWh) for energy supplies

The tables show the consumption and associated emissions for this reporting year for our operations throughout the UK, with figures from the previous reporting period included for comparison.

Group consumption and emissions include Nuffield Health and Aspen Healthcare operations. Aspen Healthcare was purchased by Nuffield Health in October 2021 and the Group 2021 figures include three months of Aspen Healthcare operations. The Group 2022 figures include a full 12 months of Aspen Healthcare.

We have elected to voluntarily dual report for this reporting year, utilising market based emissions factors, to demonstrate the carbon reduction achieved by renewable electricity procurement. The methodology is outlined on page 41.

Scope 1 consumption and emissions include direct combustion of natural gas and fuels utilised for transportation operations, for example, company vehicle fleets

Scope 2 consumption and emissions cover indirect emissions relating to the consumption of purchased electricity in day-to-day business operations

Scope 3 consumption and emissions refer to emissions resulting from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

Group UK total energy consumption (kWh)

Utility and scope	2022 consumption (kWh)	2021 consumption (kWh)
Gaseous and other fuels (Scope 1)	233,156,088	202,888,971
Transportation (Scope 1)	4,153,668	5,348,048
Scope 1 total	**237,309,756**	**208,237,019**
Grid-Supplied Electricity (Scope 2)	114,753,510	99,860,916
Scope 2 total	**114,753,510**	**99,860,916**
Transportation (Scope 3)	1,604,350	1,092,074
Scope 3 total	**1,604,350**	**1,092,074**
TOTAL	**353,667,616**	**309,190,009**

Group total Location and Market-based emissions (tCO_2e)

Utility and scope	2022 consumption tCO_2e Location-based	2022 consumption tCO_2e Market-based	2021 consumption tCO_2e Location-based	2021 consumption tCO_2e Market-based
Gaseous and other fuels (Scope 1)	42,560.31	42,560.31	37,161.14	37,161.14
Transportation (Scope 1)	958.06	958.06	1,240.09	1,240.09
Scope 1 total	**43,518.37**	**43,518.37**	**38,401.23**	**38,401.23**
Grid-Supplied Electricity (Scope 2)	22,191.03	3,892.41	21,203.47	2,118.01
Scope 2 total	**22,191.03**	**3,892.41**	**21,203.47**	**2,118.01**
Transportation (Scope 3)	370.13	370.13	253.23	253.23
Scope 3 total	**370.13**	**370.13**	**253.23**	**253.23**
TOTAL	**66,079.53**	**47,780.91**	**59,857.93**	**40,772.47**

Group UK emissions Intensity Metric

Intensity metric	Location-based tCO_2e		
	2022	2021	Percentage change
All Scopes tCO_2e per FTE	**5.97**	5.80*	2.88%

*Includes Aspen October-December 2021

Annual reporting figures: Aspen

In 2021, Nuffield Health acquired Aspen Healthcare, which became part of the wider Group from October. This year, Aspen's full consumption and emissions have been included and presented separately to show it's proportion of emissions against the Group. The tables show the consumption and associated emissions for this reporting year for Aspen's operations throughout the UK, with figures from the previous reporting period included for comparison.

Scope 1 consumption and emissions include direct combustion of natural gas and fuels utilised for transportation operations, for example, company vehicle fleets

Scope 2 consumption and emissions cover indirect emissions relating to the consumption of purchased electricity in day-to-day business operations

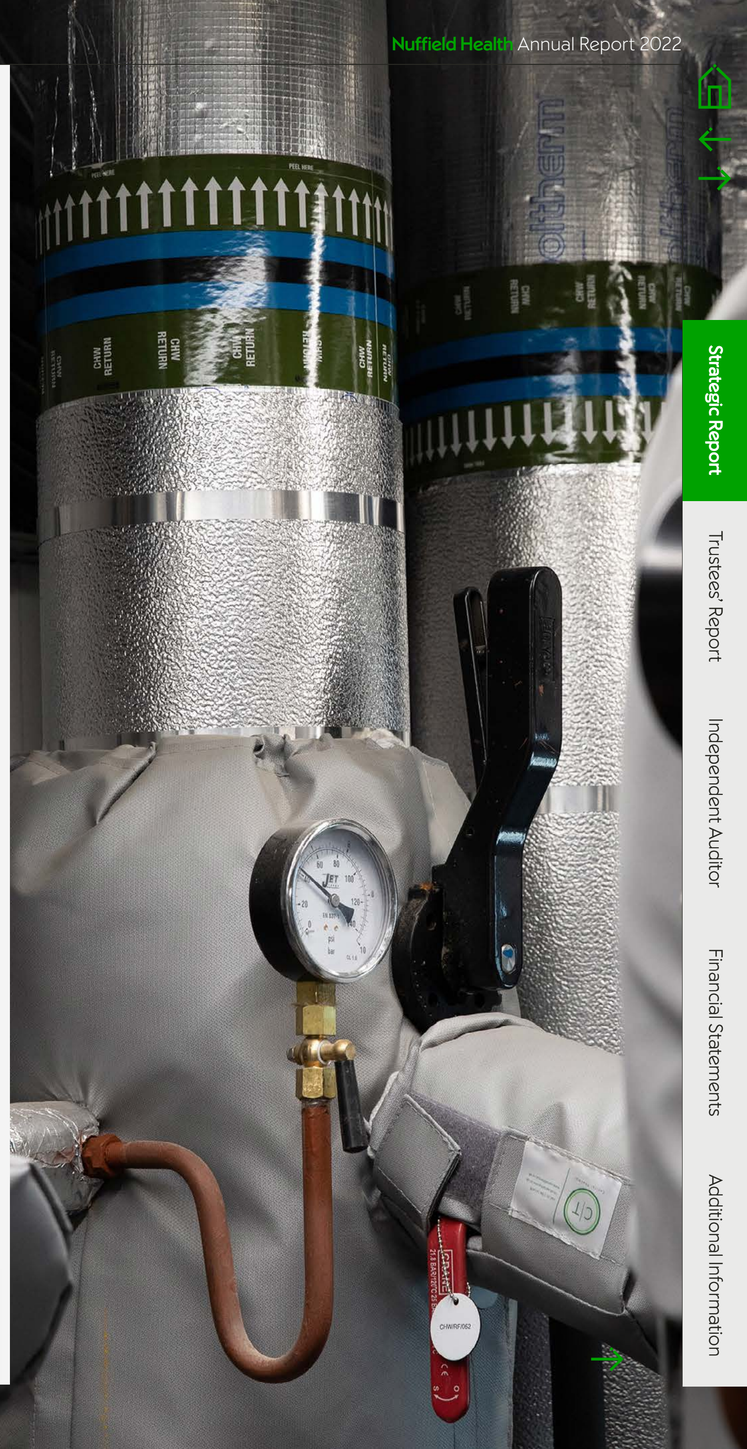
Scope 3 consumption and emissions refer to emissions resulting from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

Aspen Healthcare total energy consumption (kWh)

Utility and scope	2022 consumption (kWh)	2021 consumption (kWh)
Gaseous and other fuels (Scope 1)	11,461,994	9,676,867
Transportation (Scope 1)	–	–
Scope 1 total	**11,461,994**	**9,676,867**
Grid-Supplied Electricity (Scope 2)	6,958,487	7,236,842
Scope 2 total	**6,958,487**	**7,236,842**
Transportation (Scope 3)	28,182	–
Scope 3 total	**28,182**	**–**
TOTAL	**18,448,663**	**16,913,709**

Aspen Healthcare total emissions (tCO_2e)

Utility and scope	2022 consumption (tCO_2e) Location-based	2021 consumption (tCO_2e) Location-based
Gaseous and other fuels (Scope 1)	2,092.28	1772.41
Transportation (Scope 1)	–	–
Scope 1 total	**2,092.28**	**1772.41**
Grid-Supplied Electricity (Scope 2)	1,345.62	1,537.60
Scope 2 total	**1,345.62**	**1,537.60**
Transportation (Scope 3)	6.50	–
Scope 3 total	**6.50**	**–**
TOTAL	**3,444.4**	**3,310.01**



Energy efficiency improvements

We're committed to improving overall efficiency. A programme of energy efficiency measures has been compiled, with a view to implementing these measures in the next five years.

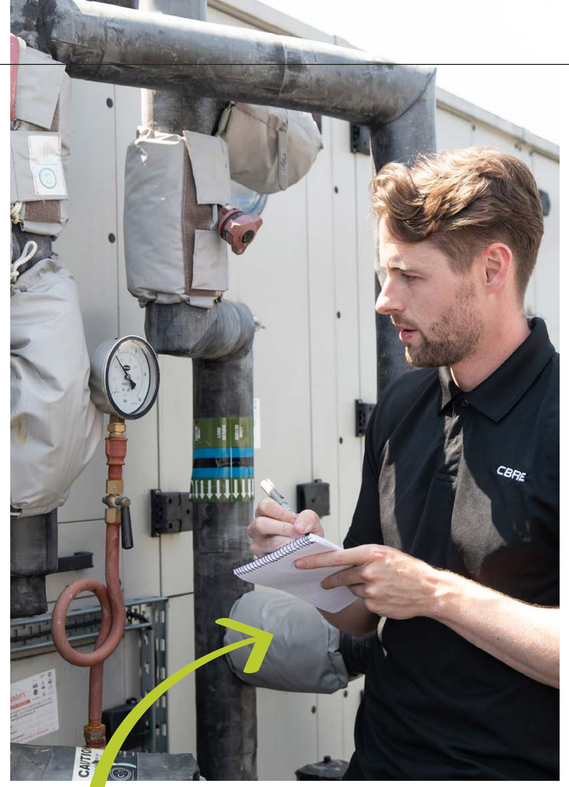
Measures ongoing and undertaken through 2022

Renewable energy
We continue to prioritise the procurement of low carbon, renewable power through electricity supply contracts. We also choose natural sources of energy such as solar and wind over energy derived from high carbon fossil fuels.

Energy efficiency campaign
Nuffield Health provides check sheets and clear narrative on what the sites can do locally to lower their energy usage, with a large focus on what can be switched off when not in use.

Automatic control theories
In 2022, we completed a series of updates to its automatic control theories on the Pool and Changing Room Air Handling Units (AHU).

Other projects undertaken in 2022
- Compensated setpoints installed on boilers and chillers
- Lagging (heat insulation) phase 1 completed



Carrying out regular maintenance ensures our equipment operates at optimum levels

Measures prioritised for implementation in 2023

Carbon targeting
Nuffield Health will continue its journey to reduce the carbon footprint of the Charity, and is committed to being net zero. This will include further emissions capturing and the expansion of carbon targets.

Heat insulation
After a successful round of lagging undertaken at our fitness and wellbeing centres in 2022, we have commenced phase 2 and 3 of the project in 2023.

BMS upgrades
In 2023, Nuffield Health will look to improve its Building Management System (BMS) by upgrading technologies at 28 sites across the country.

Compliance responsibility

This report has been prepared by the ESG division of Inspired PLC 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 organisation structure, properties, activities and energy supplies has been provided to Inspired PLC.

This includes details of any complex ownership structures (for example, private equity funds, franchises for private finance initiatives) and electricity/gas usage that is covered by EU Emissions Trading Scheme (ETS) or Climate Change Agreements (CCA) scheme generated on-site (including Combined Heat and Power (CHP)), or supplied to/from a third party (i.e. not a licenced energy supplier or a landlord/tenant).

Reporting methodology

This report (including the Scope 1, 2 and 3 consumption and CO_2e emissions data) have been developed and calculated using the GHG Protocol – A Corporate Accounting and Reporting Standard (World Business Council for Sustainable Development and World Resources Institute, 2004); Greenhouse Gas Protocol – Scope 2 Guidance (World Resources Institute, 2015); ISO 14064-1 and ISO 14064-2 (ISO, 2018; ISO, 2019a); Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting Guidance (HM Government, 2019).

Government Emissions Factor Database 2022 version 1 has been used, utilising the published kWh gross calorific value (CV) and $kgCO_2e$ emissions factors relevant for reporting period 1 January 2022 – 31 December 2022.

Estimations were undertaken to cover missing billing periods for properties directly invoiced to Nuffield Health. These were calculated on a kWh/day pro-rata basis at meter level. For properties where Nuffield Health is indirectly responsible for utilities (i.e. via a landlord or service charge), the median consumption for properties, with similar operations was calculated at meter level and applied to the properties with no available data. These full-year estimations were applied to 58 electricity supplies and 25 gas supplies. All estimations equated to 5.15% of reported consumption.

Following an improvement in data collection during 2022 to transport emissions (Scope 1 & 3), 2021 transport emissions have been re-calculated for a more comparable result.

Nuffield Health's electricity is supplied on a renewable contract for sites directly within its control. Market based calculations have been applied to sites that are not directly controlled by Nuffield Health using the UK average energy blend emission factor.

Intensity metrics have been calculated using total tCO_2e figures and the selected performance indicator agreed with Nuffield Health for the relevant report period, full time equivalent (FTE) employee 11,074 (2021 – 10,315).