

NHS Supply Chain Carbon Reduction Plan

August 2025

About us

NHS Supply Chain manages the sourcing, delivery and supply of healthcare products, services and food for NHS trusts and healthcare organisations across England and Wales.

Our role is to source, deliver and supply healthcare products, services and food for NHS trusts and healthcare organisations across England and Wales. By working in collaboration with the healthcare system and suppliers, we help the NHS to put patients first.

We are a part of the NHS and deliver cost-efficient, resilient, clinically assured products that are responsive to frontline needs. Our focus on the end-to-end patient pathway supports the healthcare system to:

- Reduce treatment times.
- Decrease patient length of stay.
- Enable more care in community settings.
- Improve clinical outcomes.

Commitment to achieving net zero

NHS Supply Chain is part of the NHS family and is therefore committed to and aligned to the Greener NHS ambition.

- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions.

Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline year: Financial Year 2020

Additional details relating to the baseline emissions calculations:

2020 is the first year for which NHS Supply Chain has data. However, the following should be noted:

- a) Like many organisations we are improving our data collection and understanding of our data as each year passes.
- b) Over the course of the last 5 years the operating model of NHS Supply Chain has fundamentally changed.

Baseline year emissions:

Emissions		Total (tCO ₂ e)
Scope 1		36,890.42
Scope 2		10.00
	1.Purchased Goods and Services	1,050,970.58
	4.Upstream transportation and distribution* ¹	0.00
Scope 3	5. Waste generated in operations* ²	0.00
	6. Business travel	261.95
	7.Employee commuting* ⁴	0.00
	9.Downstream transportation and distribution* ³	0.00
Scope 3 Total		1,051,232.53
Total emissions		1,088,132.94
Notes <ol style="list-style-type: none"> 1. Included in Purchased Goods and Services 2. Included in Purchased Goods and Services 3. Included in Purchased Goods and Services 4. Employee Commute data is being collected in 2024 (following insourcing of colleagues) 		

Current emissions reporting

Reporting year: Financial Year 2024	
Emissions	Total (tCO ₂ e)
Scope 1	43,575.22
Scope 2	2,484.67
1. Purchased Goods and Services	1,875,603.92
4. Upstream transportation and distribution* ¹	0.00
Scope 3	
5. Waste generated in operations	83.24
6. Business travel	312.27
7. Employee commuting	68.02
9. Downstream transportation and distribution	22,041.00
Scope 3 Total	1,898,108.45
Total emissions	1,944,168.34
Notes	1. Included in Purchased Goods and Services

NHS Supply Chain has observed an increase in reported Scope 3 emissions during the latest reporting period. This rise is driven by three key factors:

Increased Activity: As NHS services continue to expand post-pandemic, procurement volumes and operational throughput have grown significantly. This increase in activity naturally results in higher emissions across the supply chain.

Change in Product Mix: The composition of products being procured has shifted, with a greater proportion of items that carry higher embedded carbon. These include more complex, resource-intensive, or clinically necessary products that contribute disproportionately to overall emissions.

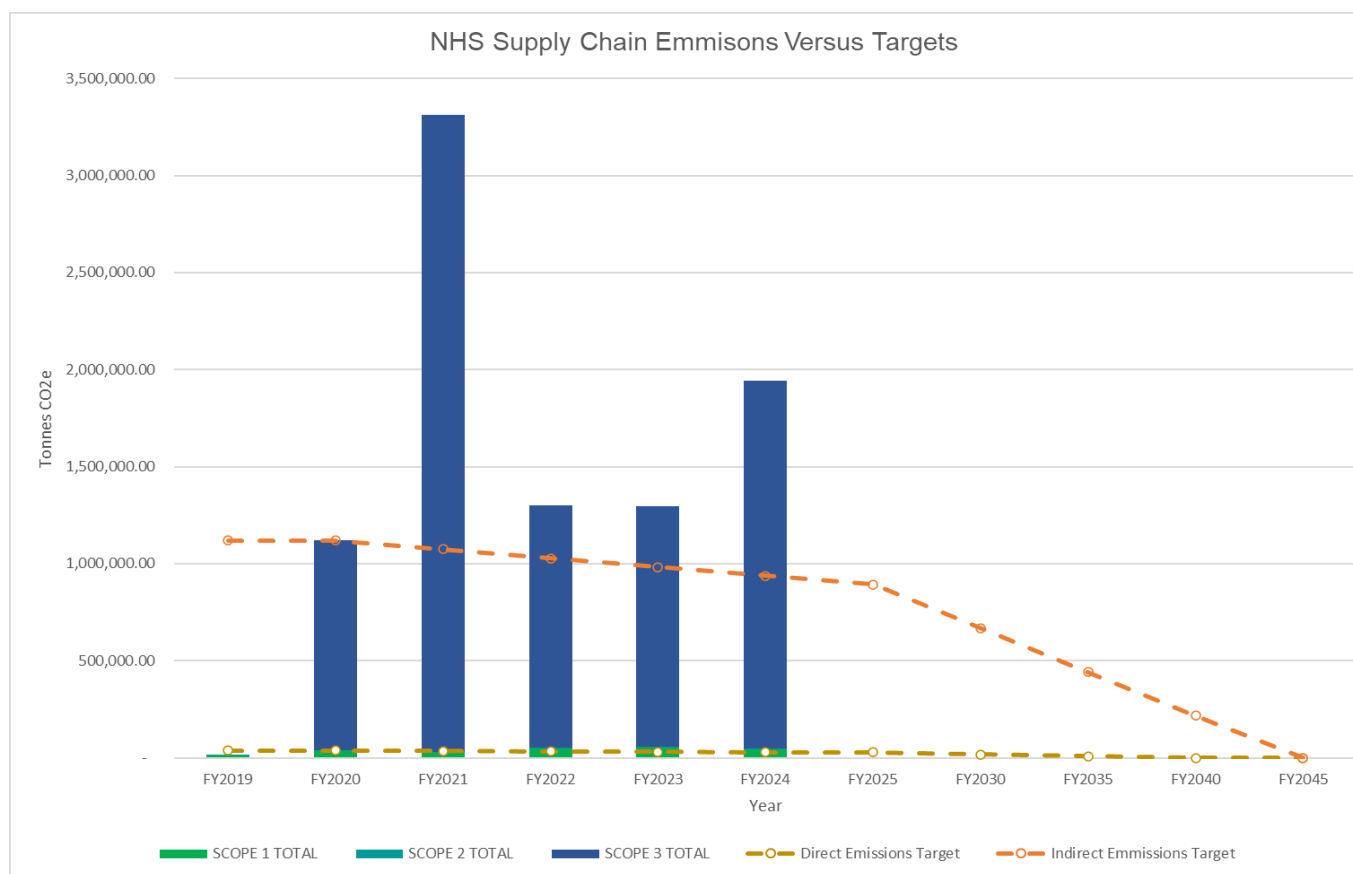
Updated Emissions Factors: Emissions factors used in our carbon accounting are provided by external consultants and have been updated to reflect current global conditions. These changes incorporate the impact of geopolitical developments, such as energy market fluctuations and supply chain disruptions, which have influenced the carbon intensity of certain goods and services. While these updates improve the accuracy and relevance of our reporting, they have also contributed to an apparent increase in emissions.

This increase does not reflect a lack of progress, but rather a more precise and transparent view of our environmental impact. It reinforces the importance of our continued efforts to engage suppliers, optimise procurement, and embed sustainability across all aspects of our operations.

Emissions reduction targets

NHS Supply Chain is part of the NHS family and is therefore committed to and aligned to the Greener NHS ambition.

- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
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Carbon reduction projects

Completed Carbon Reduction Initiatives

Scope 1 and 2

The majority of NHS Supply Chain's Scope 1 and 2 emissions stem from logistics operations, currently managed by Unipart Logistics. While Scope 3 emissions dominate our footprint, we've made significant strides in reducing direct emissions:

- **Electric Vehicle Integration:** Through the Department for Transport's Battery Electric Truck Trial (BETT), we trialled 8 fully electric vehicles with Unipart Logistics. Over six months, this reduced emissions by at least 16 tonnes. These vehicles are now a permanent part of our fleet.
- **Energy-Efficient Site Transition:** We relocated operations from Runcorn to Gorsey Point, a BREEAM Excellent-rated site that is 30% more energy efficient.
- **Renewable Electricity and Site Optimisation:** Since January 2021, our logistics partner has used 100% renewable electricity. We've invested in insulation and energy-saving infrastructure, including loading airlocks, air curtains, dock doors, and inflatable seals to reduce energy consumption while maintaining temperature control.
- **Logistics Optimisation Success:** In collaboration with Hampshire Hospitals NHS Foundation Trust and Wessex Procurement Ltd, our Network Optimisation team implemented changes to ordering and delivery patterns, resulting in measurable carbon reductions¹.

Scope 3

Since the 2022 financial year, we commissioned CO2 Analysis to understand our Scope 3 emissions. Given our scale, this was a foundational step. The analysis revealed lingering impacts from the COVID-19 pandemic on Scope 3 emissions.

Evergreen Assessment

To support the NHS in achieving its net zero targets, NHS Supply Chain is leveraging the Evergreen Sustainable Supplier Assessment—an online tool that enables suppliers to benchmark and improve their sustainability performance. This tool plays a critical role in aligning suppliers with the NHS Net Zero Supplier Roadmap, which outlines key milestones on the path to net zero by 2045 for indirect emissions (Scope 3).

¹ Sustainability - NHS Supply Chain

Highlights:

- Suppliers use Evergreen to assess their sustainability maturity and identify areas for improvement.
- It supports alignment with NHS sustainability ambitions, including the requirement for all suppliers to have a Carbon Reduction Plan and commit to net zero by 2050 or earlier.
- Many suppliers are progressing through Evergreen levels and securing Science Based Targets initiative (SBTi) verification.

Supplier Emissions Breakdown:

- 25% of emissions come from just six suppliers
- 50% of emissions from 23 suppliers
- 80% of emissions from 107 suppliers^[2].

This data-driven approach allows NHS Supply Chain to **prioritise engagement** with high-impact suppliers and tailor interventions that deliver the greatest carbon savings.

Future Projections and Strategic Focus:

NHS Supply Chain is embedding sustainability into procurement through a cross-functional approach involving Sustainability, Procurement, Innovation, and Health Economics teams.

The strategy is built around three core principles:

- **Buy Less** – Reduce unnecessary consumption
- **Buy Better** – Source more sustainable alternatives
- **Buy Differently** – Optimise procurement for environmental benefit.

Suppliers are also being encouraged to innovate in care pathways, shifting from acute to community-based models, and integrating sustainability into clinical practices. Bringing buy differently to life is a the “Pee in a Pot” (PiP) initiative, developed by Somerset NHS Foundation Trust, introduced a pulp-based urine collection vessel that cuts carbon emissions by up to 85%².

These principles directly support the Big Three Shifts outlined in the NHS’s sustainability and transformation agenda:

From Treatment to Prevention

By reducing unnecessary consumption and promoting sustainable alternatives, NHS Supply Chain helps shift focus from reactive treatment to proactive prevention—minimising environmental harm and promoting healthier communities.

From Hospital to Community

Optimising procurement and enabling suppliers to innovate in care pathways supports the transition from acute hospital-based care to more localised, community-based models. This reduces logistical emissions and improves access to care.

² [Sustainability - NHS Supply Chain](#)

From Analogue to Digital

“Buy Differently” encourages the adoption of digital solutions that streamline procurement, reduce paper-based processes, and enable smarter, data-driven decision-making. This shift supports the NHS’s broader digital transformation goals, improving efficiency and transparency while reducing environmental impact. These initiatives are designed to support the NHS Carbon Footprint Plus target of net zero by 2045, with an interim goal of 80% reduction by 2036–2039.

Future Plans

Scope 3 emissions represent our greatest environmental impact, and while we cannot directly control them, we are committed to influencing change across our supply chain. Our strategy begins with empowering our people, ensuring they are trained, coached, and confident in engaging stakeholders on sustainability.

Key initiatives for the financial year 2024 - 2025 include:

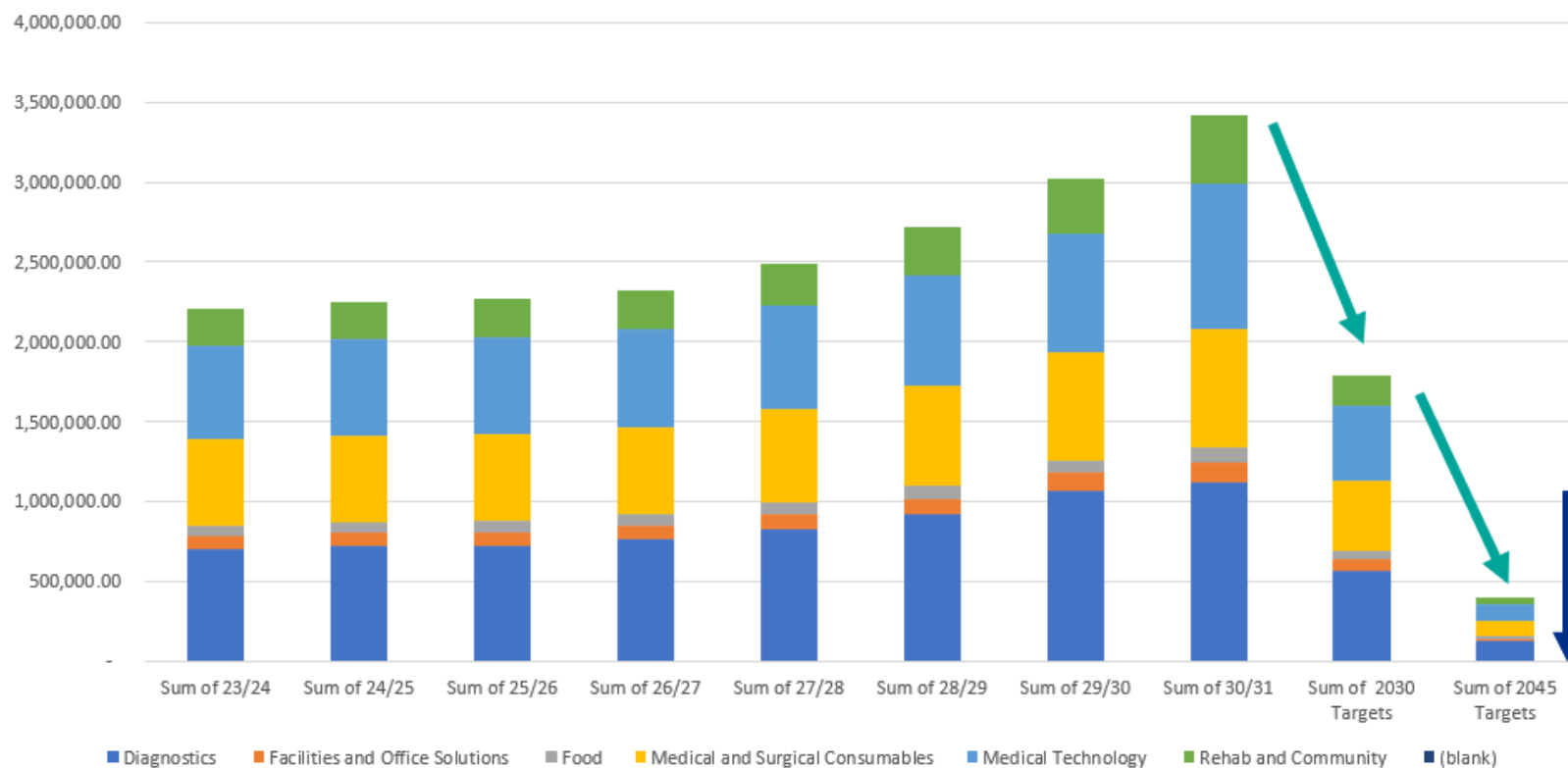
- **Supplier Collaboration:** We are working closely with our top five suppliers by carbon impact to co-develop and implement targeted carbon reduction projects. This aligns with our Supplier Relationship Management (SRM) programme, which focuses on high-impact suppliers.
- **Supplier Progress:** Many suppliers are advancing through the Evergreen assessment, setting near-term carbon goals, and securing Science Based Targets initiative (SBTi) verification³.
- **Sustainable Procurement:** We continue to embed sustainability into procurement decisions, guided by the principles of “Buy Less, Buy Better, Buy Differently.”
- **Packaging and Circular Economy:** We are evolving our approach to packaging and exploring circular economy models to reduce waste and emissions.
- **Social Value Integration:** In 2024–2025, we will identify the social value data healthcare providers want and integrate this into our reporting and procurement processes.
- **Cross-Functional Collaboration:** Our Sustainability, Procurement, Innovation, and Health Economics teams are integrating sustainability into purchasing decisions, guided by the principles:
 - **Buy Less** – Reduce consumption
 - **Buy Better** – Source sustainable alternatives
 - **Buy Differently** – Optimise procurement for environmental benefit ⁴.
- **People-Centric Communication:** Building on our 2023 work, we are refining how we communicate our sustainability goals internally, recognising that our people are key to delivering our net zero ambitions.

³ [Reducing Carbon Impact Through Supplier Collaboration](#)

⁴ [Reducing Carbon Impact Through Supplier Collaboration](#)

NHS Supply Chain Carbon Reduction Projections

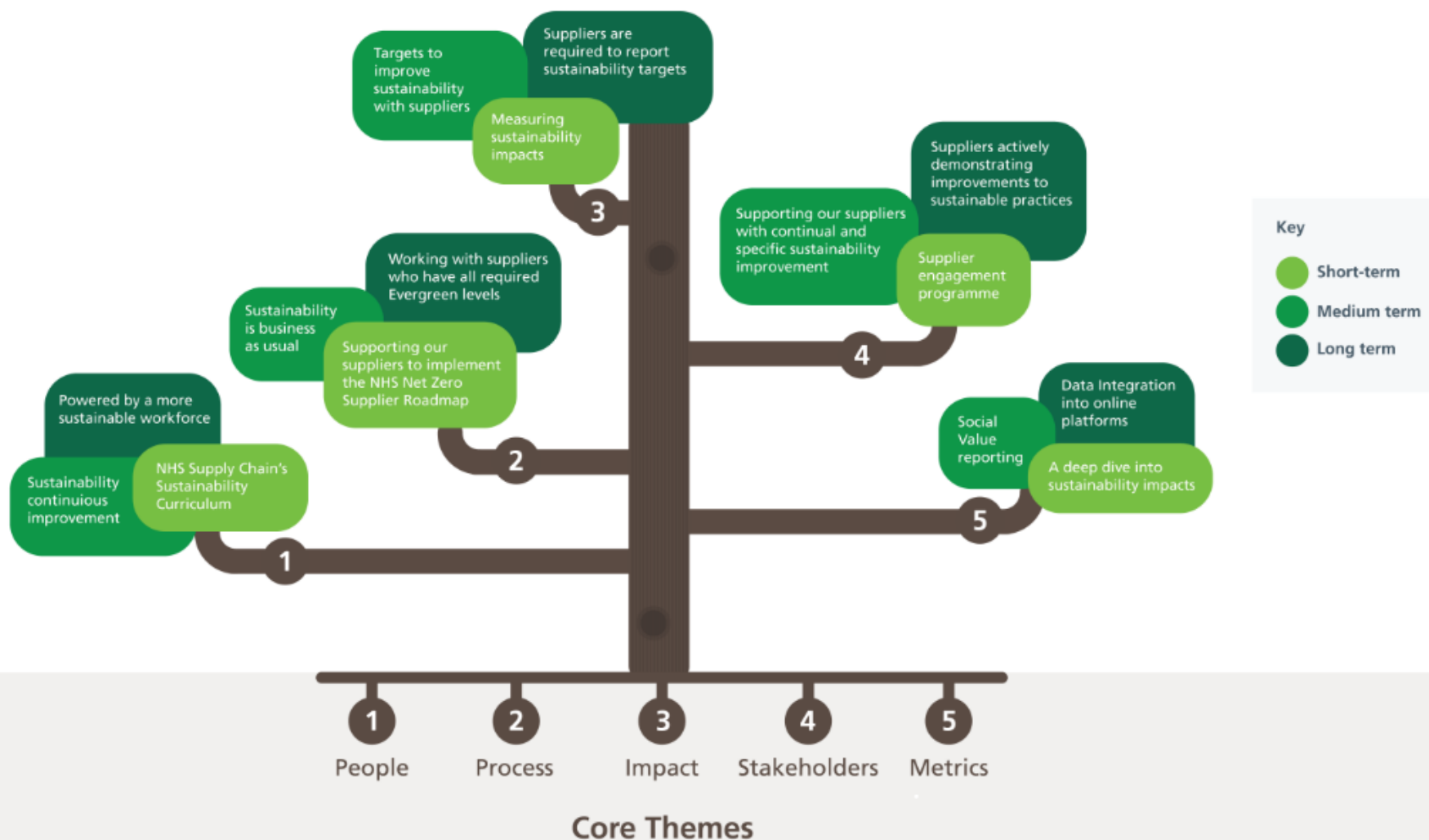
The implementation of the Sustainability Plan will require broad adoption across the organisation and supply chain so it can be delivered at pace.



Buy Better – suppliers decarbonising & achieving their targets

Buy Less and Buy Different will be needed to support suppliers hitting their targets and bridge the gap to NET Zero

NHS Supply Chain Sustainability Strategy



The key themes of our approach are as follows:

- **People**, how we ensure that our teams are trained, and competent. In 2023 we designed and developed a curriculum to do this.
- **Process**, how we ensure sustainability as at the heart of our processes, rather than an afterthought or add on. In 2023 this led to the development of our “5 Asks” of suppliers which set out what we need from them
- **Impact**, how we segment the breadth of products we supply into the NHS and drive down impacts in these areas, and avoid carbon tunnel vision, as we have impacts besides carbon. This is also the area where we need to look at care pathways, aligning methodologies such as value-based procurement.
- **Stakeholders**, how we manage relationship with an increasing range of stakeholders and communicate in timely and meaningful way. In 2023 we expanded the sustainability team to support engaging with customers in this area.
- **Metrics**, the numbers, what we measure, how we measure, how we make sure its meaningful and material. Increasingly there is more demand for data, and when looking to share data, how we do that in a way that is meaningful and supports decision making.

Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard⁵ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting⁶.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard⁷.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:

Name **Andrew New**

Signature



Job Title **CEO**

Date

31 July 2025

⁵<https://ghgprotocol.org/corporate-standard>

⁶<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

⁷<https://ghgprotocol.org/standards/scope-3-standard>