

NHS Supply Chain Carbon Reduction Plan

August 2026

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. 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.

The NHS continues to face significant challenges, while striving to deliver high-quality services for every patient and citizen. These realities require resilience, innovation, and collaboration at every level. We are fortunate to have a critical role in enabling the NHS to meet these challenges. Our work is not only about procurement and logistics, but also about creating the conditions to support the delivery of better patient care and system efficiency.

Our vision is to enable smarter, simpler, more connected care. We will achieve this through continuation of our strategy to buy smart, supply right, partner expertly and delivery of four transformation programmes:

- Supply Chain Modernisation.
- Trading Transformation.
- Commercial Transformation.
- Cultural and Capability Development.

All activity supports the commitment to deliver £1 billion in efficiency savings to the NHS by 2030.

Commitment to achieving net zero

As part of the NHS family, we are 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	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 2025

Emissions		Total (tCO ₂ e)
Scope 1		40,959.67
Scope 2		2,432.10
Scope 3 Sub-categories required for reporting	1. Purchased Goods and Services	1,961,842.11
	2. Capital goods	31,692.03
	4. Upstream transportation and distribution* ¹	0.00
	5. Waste generated in operations	17.04
	6. Business travel	329.02
	7. Employee commuting	68.02
	9. Downstream transportation and distribution	21,861.00
Scope 3 Total		2,015,809.22
Total emissions		2,059,200.99
Notes	1. Included in Purchased Goods and Services	

NHS Supply Chain reported total emissions of 2.06 million TCO₂e in Financial Year (FY) 2025, compared with 1.94 million TCO₂e in FY2024. As a procurement-led organisation, Scope 3 emissions continue to represent the overwhelming majority of our carbon footprint and are primarily associated with the products and services we source on behalf of the NHS.

During the reporting period, (Financial year 2025) Scope 3 emissions increased from 1.90 million TCO₂e to 2.02 million TCO₂e. This increase reflects a combination of factors, including continued growth in NHS activity, changing purchasing requirements, and ongoing improvements to the completeness and quality of Scope 3 emissions reporting. Purchased Goods and Services remain the most significant contributor to our emissions profile, accounting for more than 97% of reported Scope 3 emissions.

As NHS services continue to recover, transform and respond to increasing patient demand, procurement volumes and supply chain activity have grown. This growth has supported the delivery of healthcare services but has also contributed to increased emissions associated with the manufacture, distribution, and use of healthcare products. In addition, NHS Supply Chain continued to strengthen supplier engagement and improve carbon data collection during the year, providing a more comprehensive understanding of emissions across the supply chain. Improvements in reporting maturity may therefore contribute to year-on-year changes alongside changes in operational activity.

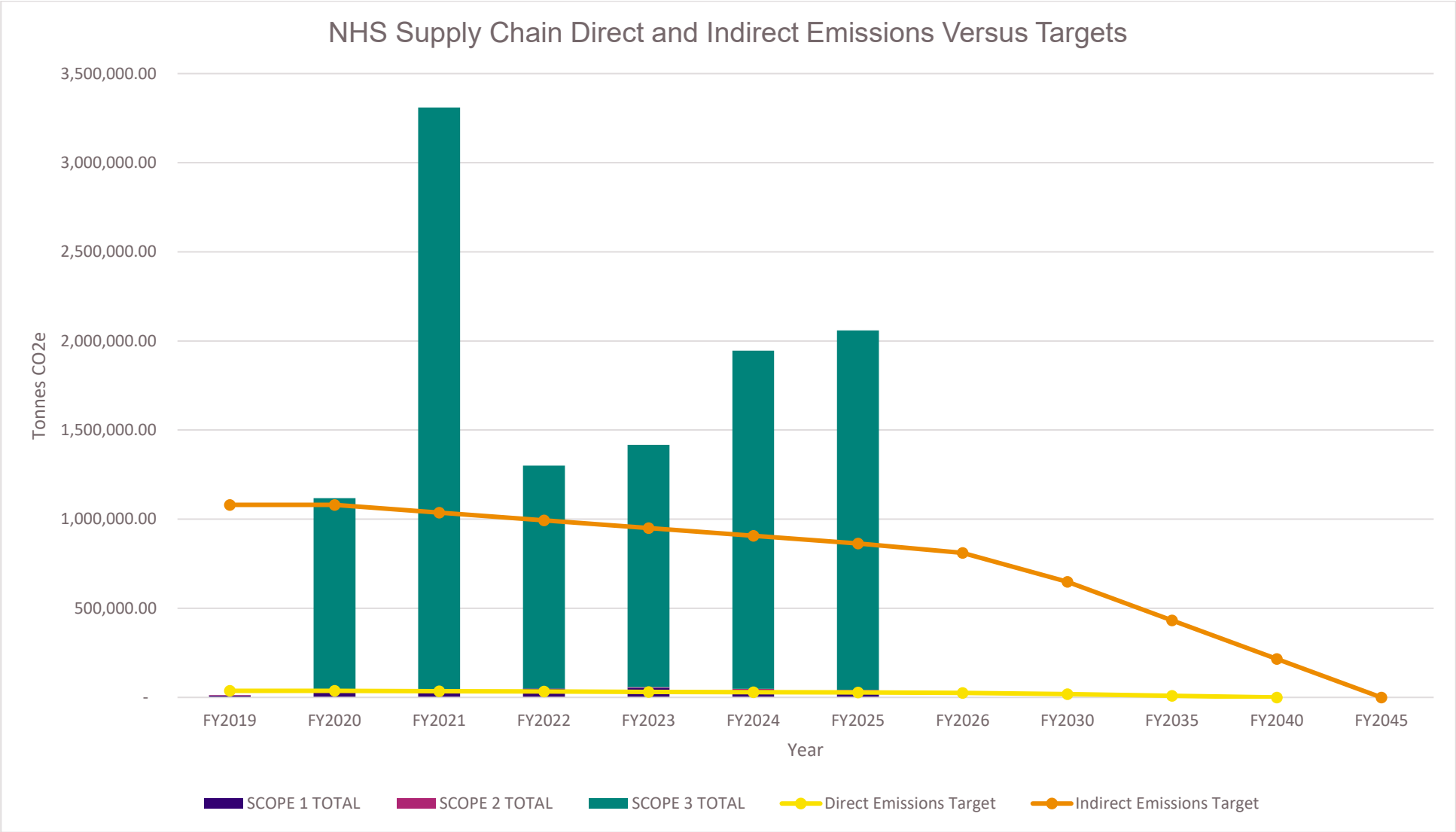
Despite the increase in Scope 3 emissions, NHS Supply Chain continued to improve its overall carbon efficiency. Scope 1 emissions reduced by approximately 18%, while Scope 2 emissions reduced by approximately 2% compared with the previous year. Total emissions associated with our gas and electricity consumption, and our transport operations also decreased slightly from 19,801 TCO₂e to 19,650 TCO₂e. (further details can be found in the Annual report).

Importantly, the organisation's emissions intensity ratio improved from 5.25 TCO₂e per £ million revenue to 4.58 TCO₂e per £ million revenue, demonstrating that NHS Supply Chain is generating greater value for the NHS with a lower carbon impact per unit of revenue. This continued reduction in emissions intensity indicates a gradual decoupling of greenhouse gas emissions from organisational growth and represents an important measure of progress towards a more sustainable and resilient operating model.

The data reinforces that the greatest opportunity for carbon reduction remains within our supply chain. Consequently, NHS Supply Chain continues to focus on supplier engagement, Carbon Reduction Plans, Evergreen assessments, sustainable procurement and the implementation of our **Buy Less, Buy Better and Buy Different** approach.

Through these activities, we are working to reduce emissions across the NHS Carbon Footprint Plus while supporting the NHS ambition to achieve net zero by 2045.

Emissions reduction targets



Carbon reduction projects

Completed carbon reduction initiatives:

Scope 1 and 2

The majority of NHS Supply Chain's Scope 1 and 2 emissions continue to arise from logistics operations. During FY2025, we maintained our focus on operational efficiency, emissions reduction and strengthening carbon management across our estate and logistics network.

Key achievements during FY2025 included:

- **Reduction in operational emissions:** Scope 1 emissions reduced by approximately 18%, from 46,957 TCO₂e in FY24 to 38,668 TCO₂e in FY25. Scope 2 emissions also reduced by approximately 2%, demonstrating continued progress despite business growth and increasing operational activity.
- **Improved carbon intensity:** Total operational emissions reduced from 19,801 TCO₂e to 19,650 TCO₂e, while revenue increased to £4.63bn. This reduced our carbon intensity ratio from 4.62 to 4.24 TCO₂e per £m revenue, demonstrating improved carbon efficiency and partial decoupling of emissions from organisational growth.
- **Logistics decarbonisation:** NHS Supply Chain continued to embed net zero requirements into logistics operations and future logistics contract arrangements, including expectations relating to fleet transition, route optimisation, data quality and operational carbon reporting.
- **Estate and energy efficiency improvements:** Energy-efficient building design principles continued to be implemented across the estate programme, supported by ongoing optimisation of warehouse operations and energy management activities. These initiatives contributed to a reduction in gas-related emissions despite continued organisational growth.
- **Enhanced data and reporting capability:** Selected operational activities were brought in-house to improve organisational control, strengthen emissions reporting and provide greater visibility of energy consumption and carbon performance.

Scope 3

Scope 3 emissions remain NHS Supply Chain's most significant environmental impact and represent over 97% of our total carbon footprint. During FY2025, we continued to mature our understanding of supply chain emissions whilst embedding sustainability more consistently into procurement, supplier engagement, and commercial decision-making. Scope 3 emissions for FY2025 were estimated at 2.02 million TCO₂e, reflecting both improvements in data quality and enhanced reporting completeness.

Supplier engagement and Evergreen Assessment

NHS Supply Chain continues to support the NHS Net Zero Supplier Roadmap using the Evergreen Sustainable Supplier Assessment, helping suppliers understand, benchmark, and improve their sustainability maturity.

This supplier assessment remains a key mechanism for supporting supplier readiness for future NHS procurement requirements and net zero commitments.

Key achievements during FY2025 included:

- Continued strengthening of expectations relating to Carbon Reduction Plans and Evergreen Assessments across procurement activity. 97% of spend now covered by these.
- Expanded supplier engagement and capability-building activities aligned with NHS Net Zero milestones and future supplier roadmap requirements.
- Further development of supplier decarbonisation roadmaps and targeted engagement with suppliers in high-impact categories.
- Improved Scope 3 reporting through enhanced supplier data collection, particularly for purchased goods and services.

Embedding sustainability into procurement

During FY2025, NHS Supply Chain continued to embed sustainability into framework design and procurement decision-making through the principles of:

- **Buy Less:** reducing unnecessary consumption through demand management and inventory optimisation.
- **Buy Better:** increasing access to lower-carbon, lower-waste, and more sustainable products.
- **Buy Different:** adopting value-based procurement approaches that optimise environmental, social and financial outcomes.

This approach was supported by increased sustainability integration across procurement frameworks. During FY2025 / 2026, 28 frameworks went live containing more than 4,800 sustainability-related product listings across over 100,000 product lines. Sustainability opportunities were embedded across a range of categories including wound care, digital diagnostics, electrosurgery, reusable waste containers and insulin delivery technologies.

Circular economy and sustainable product innovation

In support of the NHS Design for Life programme, NHS Supply Chain expanded the integration of circular economy principles into sourcing strategies, framework specifications, and supplier engagement activities. This included promoting reusable, remanufactured and lower-waste alternatives, as well as supporting suppliers to develop take-back, refurbishment and resource recovery models.

Examples include:

- Expansion of sustainability opportunities across framework categories, including reusable waste solutions and products designed to reduce material consumption.
- Promotion of lifecycle-based procurement approaches for capital equipment categories, supporting asset life extension, refurbishment, and remanufacturing.

- Increased collaboration with suppliers and NHS organisations to identify opportunities to reduce waste and embedded carbon through innovation and service redesign.

Future plans

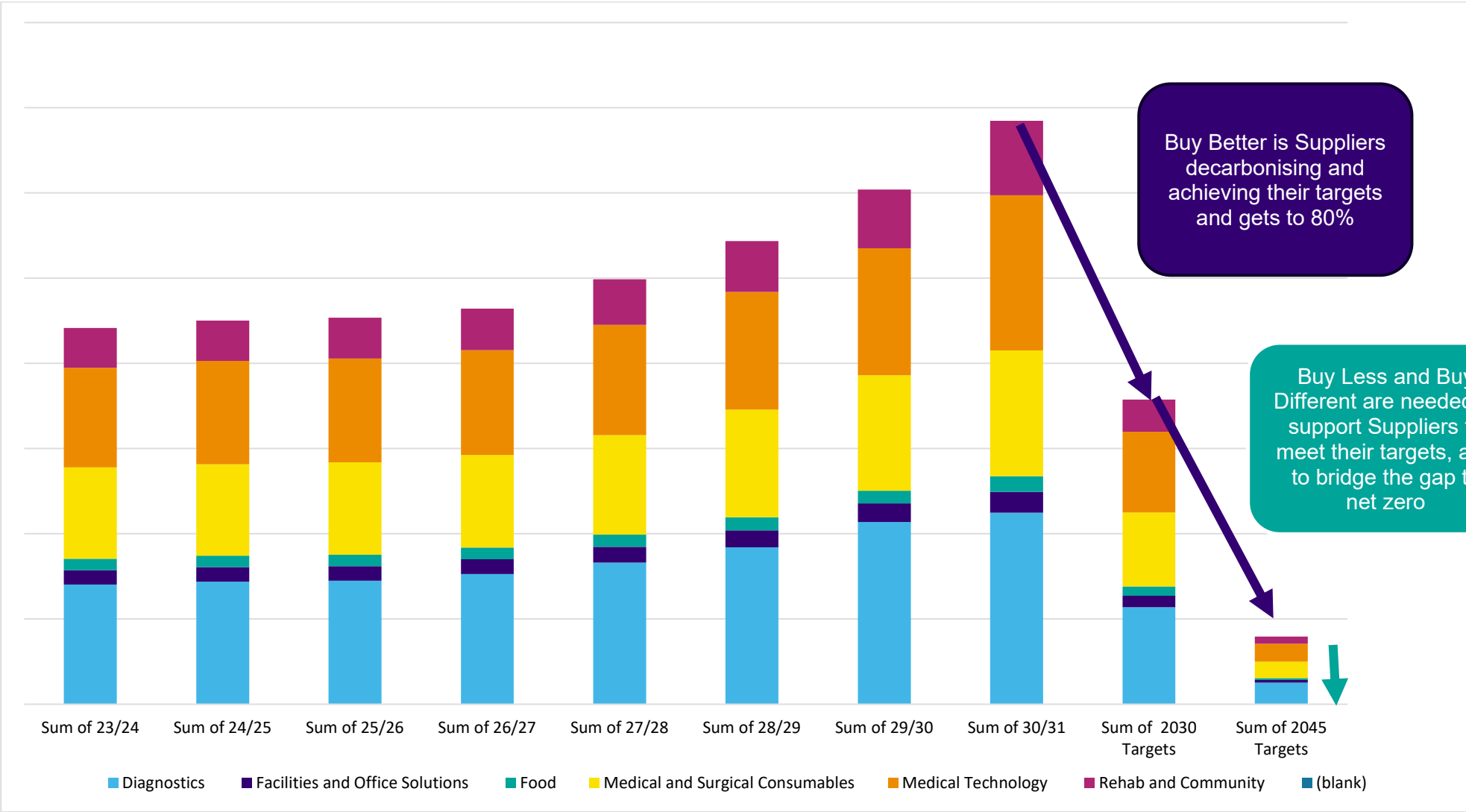
Recognising that Scope 3 emissions remain our largest source of greenhouse gas emissions, NHS Supply Chain will continue to focus on influencing change across the healthcare supply chain through procurement, supplier engagement, innovation, and data-driven decision making.

Key priorities for FY2026 and beyond:

- **Prepare suppliers for future NHS Net Zero milestones**, including the 2027 requirement for expanded Carbon Reduction Plans covering global Scope 1, 2 and 3 emissions.
- **Strengthen supplier segmentation and engagement**, focusing resources on high-impact suppliers and categories where the greatest emissions reductions can be achieved.
- **Increase sustainability integration across procurement frameworks**, with a new organisational Key Performance Indicator (KPI) targeting sustainability opportunities within 75% of frameworks, increasing to 90% as a stretch target.
- **Advance circular economy principles** by embedding requirements for reuse, remanufacturing, recyclability and resource efficiency into sourcing strategies and specifications.
- **Develop product-level sustainability data and reporting capability** in preparation for future NHS product carbon foot printing requirements and enhanced UK sustainability reporting expectations.
- **Strengthen climate adaptation and resilience planning** by improving understanding of climate-related risks across suppliers, logistics networks and service delivery.
- **Build organisational capability** through carbon literacy, sustainability training, and communities of practice to ensure sustainability considerations are embedded into everyday decision-making.
- **Enhance sustainability data and performance management**, including the development of dashboards, benefit calculators, and improved Scope 3 reporting methodologies to support better decision-making and demonstrate measurable impact.

This programme of work supports NHS ambition to reach net zero for the NHS Carbon Footprint by 2040 and the NHS Carbon Footprint Plus by 2045, while strengthening the resilience, sustainability, and long-term value of NHS Supply Chain.

NHS Supply Chain Carbon Reduction Projections



NHS Supply Chain Sustainability Strategy 2026-2030

In March 2026, NHS Supply Chain approved a revised Sustainability Strategy which positions sustainability as a core business driver and a "golden thread" running through procurement, logistics, governance, data, workforce development, and supplier engagement.

The strategy reflects the growing recognition that climate change, resource scarcity, social inequality, and supply chain disruption represent material risks to healthcare delivery and patient outcomes. It also aligns NHS Supply Chain with the NHS commitment to achieve Net Zero by 2040 for direct emissions and by 2045 for indirect emissions, including supply chain emissions.

As a procurement-led organisation, NHS Supply Chain recognises that over 97% of its carbon footprint sits within Scope 3 emissions and that meaningful progress can only be achieved through collaboration with suppliers, customers, and wider NHS partners. The strategy therefore moves beyond compliance activities and focuses on using NHS Supply Chain's market influence to drive long-term transformation across the healthcare supply chain.

The strategy is built around four strategic objectives:

1. Achieve Net Zero Carbon Emissions by 2045

The primary focus is reducing emissions across the supply chain through supplier engagement, sustainable procurement, logistics optimisation, and product innovation. NHS Supply Chain will continue to embed Carbon Reduction Plans, Evergreen assessments and sustainability criteria into procurement activities while strengthening climate risk and resilience planning.

2. Advance Circular Economy Principles

Supporting the Department of Health and Social Care's Design for Life programme, the strategy promotes a transition away from avoidable single-use products through reuse, remanufacturing, recycling, and waste reduction. Circular economy principles will increasingly be incorporated into sourcing strategies, framework design, and supplier engagement activities.

3. Maximise Social Value and Health Equity

The strategy strengthens NHS Supply Chain's commitment to delivering wider social benefits through procurement. This includes maintaining a minimum 10% social value weighting in procurements, supporting SMEs and VCSEs, promoting fair work and delivering community benefits alongside environmental improvements.

4. Ensure Ethical and Transparent Supply Chains

Recognising increasing expectations around responsible sourcing, the strategy strengthens supplier accountability through Carbon Reduction Plans, Modern Slavery assurance, Evergreen assessments, and Supplier Relationship Management activities. This supports a resilient and ethical supply chain capable of meeting future NHS requirements.

To deliver these objectives, NHS Supply Chain has adopted the principles of **Buy Less, Buy Better and Buy Different**. These principles encourage reducing unnecessary consumption, selecting more sustainable products and services, and redesigning procurement approaches to optimise environmental, social, and financial outcomes.

They are supported by five enabling pillars: **People, Process, Impact, Stakeholder Engagement, and Data and Metrics**. Together these ensure sustainability is embedded into decision-making, capability development, governance, and performance management across the organisation.

The strategy is delivered through an annual Sustainability Operational Plan, which translates strategic ambitions into measurable actions, milestones, and key performance indicators. Current priorities include strengthening supplier engagement, improving sustainability data and reporting, expanding circular economy initiatives, developing product-level carbon information, and building organisational capability through sustainability training and carbon literacy programmes.

Through this strategy, NHS Supply Chain aims to support the NHS Net Zero ambition whilst creating a more resilient, efficient, and sustainable healthcare supply chain that delivers environmental, social, and economic value for patients, customers, and communities across the NHS.

NHS SUPPLY CHAIN SUSTAINABILITY STRATEGY 2026–2030



Embedding sustainability as a golden thread in everything we do

VISION Sustainability embedded in every decision to deliver a resilient, ethical and net zero NHS supply chain.

OUR FOUR STRATEGIC OBJECTIVES

ACHIEVE NET ZERO CARBON EMISSIONS BY 2045

- Focus on Scope 3 emissions
- Embed Carbon Reduction Plans and Evergreen assessments
- Drive sustainable procurement and logistics transformation
- Strengthen climate risk and resilience planning

Support the NHS ambition: Net Zero by 2040 (direct) and 2045 (indirect)

ADVANCE CIRCULAR ECONOMY PRINCIPLES

- Support Design for Life programme
- Reduce avoidable single-use
- Promote reuse, remanufacture and recycling
- Minimise waste and use resources efficiently

Move towards a circular healthcare supply chain

MAXIMISE SOCIAL VALUE AND HEALTH EQUITY

- Apply a minimum 10% social value weighting in procurements
- Support SMEs and VCSEs
- Promote fair work and inclusive growth
- Deliver community benefits and reduce health inequalities

Creating healthier communities and inclusive value

ENSURE ETHICAL AND TRANSPARENT SUPPLY CHAINS

- Require Carbon Reduction Plans from suppliers
- Use Evergreen to drive supplier maturity
- Strengthen modern slavery controls and ethical sourcing
- Increase transparency and accountability

Building trust, resilience and responsible partnerships

BUY LESS
Reduce unnecessary consumption

BUY BETTER
Source more sustainable products and services

BUY DIFFERENT
Optimise procurement for environmental, social and financial outcomes

ENABLED BY FIVE FOUNDATIONS

PEOPLE
Build sustainability capability, carbon literacy and a culture of accountability.

PROCESS
Embed sustainability into policies, systems, procurement and governance.

IMPACT
Deliver measurable environmental, social and economic value for the NHS.

STAKEHOLDER ENGAGEMENT
Collaborate with NHS, suppliers, partners and communities to drive change together.

DATA & METRICS
Use robust data, analytics and KPIs to inform decisions and demonstrate progress.

OUR COMMITMENTS AND MILESTONES

2040 NET ZERO
NHS Carbon Footprint (direct emissions)

2045 NET ZERO
NHS Carbon Footprint Plus (indirect emissions)

DESIGN FOR LIFE
Phase out avoidable single-use MedTech by 2045

Through partnership, innovation and responsible procurement, NHS Supply Chain will lead the way in creating a sustainable, ethical and resilient healthcare supply chain for the future.

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 standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

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) Standard³.

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	11 August 2026

¹<https://ghgprotocol.org/corporate-standard>

²<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

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