



Shared Business Services

Net Zero Carbon Reduction Plan



Shared vision. Better together

Net Zero Carbon Reduction Plan

Supplier name: NHS Shared Business Services Limited (“NHS SBS”)

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Commitment to achieving Net Zero

NHS SBS acknowledge the Climate Emergency and the race to Net Zero.

NHS SBS will be Net Zero by 2028.

We are committed to accelerate and support the NHS in its ambition to become the world’s first Net Zero health service.

NHS SBS embrace our collective and urgent responsibility to address the causes of climate change and enhance the resilience of our business, the NHS and its supply chain to withstand climate change impacts happening now and in the future.

NHS SBS adopt the UN Climate Neutral Now definition of Net Zero as “*the state where a balance between anthropogenic greenhouse gas (GHG) emissions and removals is achieved*”, by taking the following actions:

1. Measure 100% of the organisation’s GHG emissions
2. Reduce GHG emissions as far as possible; and
3. Offset remaining emissions through projects that remove carbon from the atmosphere in the long term.

Baseline and Current Emissions Footprint

Baseline emissions are a record of the GHGs 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.

The Reporting Year is the calendar year 2020 and the Baseline Year is the calendar year 2017.

Scope	Category/ Definition	Description of source	Emissions (tCO ₂ e)	
			Reporting year (2020)	Baseline year (2017)
1	Direct emissions from owned or controlled sources	Combustion of fuel, & leakages of refrigerant	277	277
2	Indirect emissions from the generation of purchased electricity, steam, heating and cooling	Generation of electricity consumed (on a market basis)	0	54

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Scope	Category/ Definition		Description of source	Emissions (tCO ₂ e)	
				Reporting year (2020)	Baseline year (2017)
3	1	Purchased Goods & Services	Supply chain	3,815	3,838
	3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	The production and delivery of fuel and electricity	136	198
	4	Upstream transportation & Distribution		Included in Scope 3 Category 1	
	5	Waste Generated in Operations	Treatment of waste including wastewater	27	15
	6	Business Travel	Travel for business purposes, including hotel nights	89	401
	7	Employee Commuting	Travel by employees to and from their places of work and emissions due to remote working (homes and client sites)	549	721
	8	Upstream Leased Assets	Off-site data centres	0	0
	9	Downstream transportation & Distribution	Not applicable – see Table 2	0	0
	13	Downstream Leased Assets	Tenants	0	0
		All		4,893	5,504

Table 1: NHS SBS's Emissions by Scope and Category for the Reporting Year and its Baseline Year

Table 2 below lists Categories of Scope 3 for which NHS SBS has declared no emissions and the reasons for their exclusion.

Category		Reason for exclusion
2	Capital Goods	Emissions due to capitalised purchases are included in Scope 3 Category 1
9	Downstream Transportation & Distribution	NHS SBS's business requires no material downstream transportation and distribution of goods
10	Processing of Sold Products	NHS SBS does not sell products subject to processing
11	Use of Sold Products	NHS SBS does not sell products
12	End-of-Life Treatment of Sold Products	NHS SBS does not sell products
14	Franchises	NHS SBS operates no franchises
15	Investments	NHS SBS has no material investments in other companies

Table 2: Categories of Scope 3 for which NHS SBS has declared no emissions and the reasons for their exclusion

Emissions reduction targets

NHS SBS intends to achieve net zero emissions by the end of 2028 and will implement a phased approach, through intermediate targets, to achieve the main objective.

Year	Scope of Net Zero
2022	All operations under direct control
2025	Certain indirect operations (i.e. waste, indirect fuel & energy, employee commuting, and downstream leased assets) added
2028	Indirect operations related to the supply chain (purchased goods and services) added

Table 3: Phases of NHS SBS's Approach to becoming Net Zero by 2028

To continue our progress to achieving Net Zero, NHS SBS has adopted the following carbon reduction targets, against a 2017 baseline:

- 24% reduction in GHG emissions (Scope 1 +2) intensity per full-time employee by the end of 2020; and
- 20% reduction in business travel emissions intensity per full-time employee by the end of 2020.

We project that NHS SBS's absolute carbon emissions will decrease to 3,815 tCO₂e by 2025 (a reduction of 31%) and to zero by 2028 (a reduction of 100%).

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Scope	Category	Description	2028	2025	2022	2020	2017	
1		Combustion of fuel, and leakages of refrigerant	0	0	0	277	277	
2		Generation of electricity consumed (on a market basis)	0	0	0	0	54	
3	1	Purchased Goods & Services	Supply chain	0	3,815	3,815	3,815	3,838
	3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	The production and delivery of fuel and electricity	0	0	136	136	198
	5	Waste Generated in Operations	Treatment of waste including waste water	0	0	27	27	15
	6	Business Travel	Travel for business purposes, including hotel nights	0	0	0	89	401
	7	Employee Commuting	Travel by employees to and from their places of work	0	0	549	549	721
	8	Upstream Leased Assets	Off-site data centres	0	0	0	0	0
	13	Downstream Leased Assets	Tenants	0	0	0	0	0
All	All		0	3,815	4,527	4,893	5,504	

Table 4: NHS SBS's GHG Emissions (tCO₂e) by Year under its Plan to be Net Zero by 2028

The graph in Figure 1 below shows projected progress against these targets:

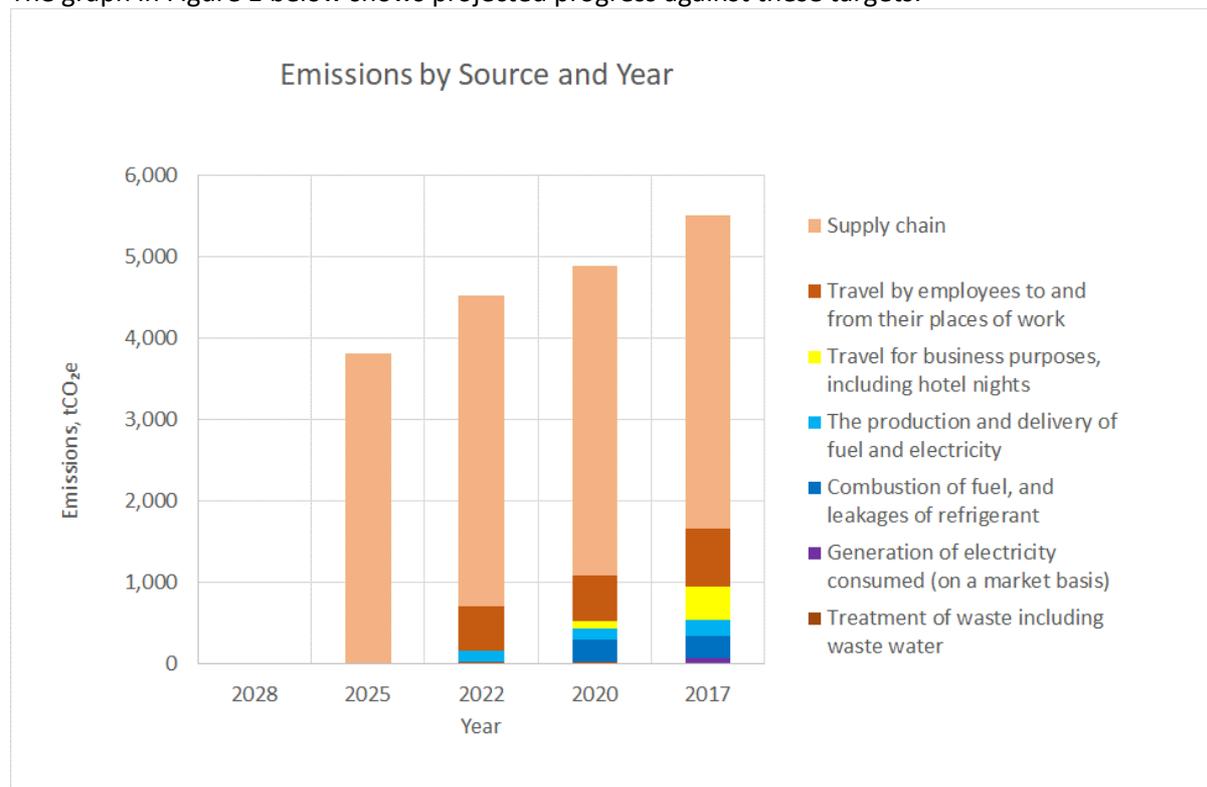


Figure 1: Emissions Reductions Past and Projected

Science-Based Targets

The Science-Based Targets (SBTs) that have been set by Sopra Steria Group apply to NHS SBS in the UK. The following SBTs are aligned to the 1.5 degree pathway and approved by the Science Based Targets Initiative (SBTi):

- 42% reduction in Scope 1 + 2 (market-based emissions) by end of 2025. This is our 10-year science-based target for all of our Scopes 1 and 2 emissions. Sopra Steria expects to achieve this target by procuring more renewable energy and through emissions reduction activities;
- 85% reduction in Scope 1 + 2 (market-based emissions) by end of 2040. This is our 25-year science-based target for all of our Scopes 1 and 2 emissions. Sopra Steria expects to achieve this target by procuring more renewable energy and through emissions reduction activities;
- Ensure that the Group's suppliers, accounting for at least 70% of supply chain emissions, control their GHG emissions by 2025; and
- Ensure that 90% out of these Group's suppliers, accounting for at least 70% of supply chain emissions, have set GHG emissions reduction targets by 2025.

Science-based targets do not include carbon removal offsets.

The SBTi is currently developing a new standard for 'Near Term (5 to 10 years) and a Long Term (to 2050) Net Zero Standard to be released in late 2021. Sopra Steria Group and therefore NHS SBS are one of the companies road-testing this standard.

We project that our GHG emissions will decrease to zero by 2028, a reduction of 100% with carbon removal offsets.

Carbon Reduction Projects

Completed Carbon Reduction Initiatives

NHS SBS maintains and continually improves its environmental management system, which is externally certified to the ISO 14001:2015 standard.

NHS SBS has completed or implemented the following environmental management measures and projects since the 2017 baseline year. They have delivered a reduction in its annual carbon emissions of 54 tCO₂e, contributing towards a 16% reduction in Scope 1 and 2 emissions, against the 2017 baseline. These measures will be in effect over the course of the contract (when performing the contract).

Renewable Electricity

92% of the electricity that NHS SBS consumed in the baseline year came from renewable sources; the remaining 8% accounted for emissions of 54tCO₂e on a market basis.

By 2019, NHS SBS had raised the proportion of electricity consumed from renewable sources to 100%, reducing Scope 2 emissions to zero on a market basis.

All of the electricity that NHS SBS consumes is backed by Renewable Energy Guarantees of Origin (REGOs).

Energy Efficiency

In 2017-2018 we retrofitted PIR lighting into NHS SBS Main Office (Phoenix House) to the following areas:

- Meeting rooms x 11
- Canteen
- Fitness room
- First aid room/Prayer room
- Changing rooms – gents and ladies
- Gents and ladies bathrooms x 6 plus 5 disabled toilets

We are gradually phasing in replacement LED light fittings in bathrooms, canteen areas and walkways. We have also replaced all the main car park lights with LED's in 2021.

In February 2020 one of the two boilers that supply the heating to the Main Office was replaced with a more energy efficient model.

Business Travel and Internal Carbon Price

NHS SBS applies an internal shadow carbon price, in the UK, for business travel. Each quarter, emissions from business travel are calculated alongside the associated shadow carbon costs for each business division. The Carbon Footprint Report is incorporated into the existing Sector Travel Power BI Report, which is available to the Managing Director and the Director of Finance.

Waste Management

100% of waste, from collections managed directly by NHS SBS, is diverted away from landfill.

Since 2019, NHS SBS has collaborated with its catering contractor in replacing plastic packaging of food and drinks sold at on-site canteens with packaging made from plant-based material. This has helped to eliminate over 40,979 items of single-use plastics from NHS SBS's waste.

Sustainable Purchasing

By collaborating with its office stationery supplier and its partner, NHS SBS has been able to reduce the environmental impact of the paper that it uses by purchasing closed-loop paper. Using closed-loop papers means that NHS SBS's used paper is recycled and remanufactured back into a paper product. Therefore, we adopt the principles of the circular economy. No deforestation takes place to provide the fibre in the paper that NHS SBS subsequently purchases, which requires:

- 83% less water;
- 72% less energy; and
- 53% less CO₂ emissions.

... to manufacture than fresh-fibre paper.

Carbon Offset Initiatives

NHS SBS purchases carbon offsets for GHG emissions from its offices and business travel that it can't avoid. In this way, NHS SBS's offices and business travel have been certified carbon neutral since 2015. Offsetting the GHG emissions from these sources means that they have no net effect on the amount of GHGs in the atmosphere.

In the past, NHS SBS has offset its GHG emissions by investing in projects that avoided future GHG emissions, particularly renewable energy projects in India.

In 2020, as part of its strategy for becoming Net Zero by 2028, NHS SBS migrated its offsets for carbon neutral certification to a new partner accredited by the United Nations Climate Neutral Now programme. This partner invests in projects that remove the primary GHG carbon dioxide from the atmosphere, particularly afforestation projects in Uruguay that create new land for trees that absorb carbon dioxide from the atmosphere, and that do not simply replace trees in deforested areas.

Future Initiatives

NHS SBS will continue to extend carbon neutral certification, for all relevant sources of indirect emissions, so that 100% of all emissions are Net Zero by 2028, as follows:

Year	Scope of Net Zero
2022	All operations under direct control
2025	Certain indirect operations (i.e. waste, indirect fuel & energy, employee commuting, and downstream leased assets) added
2028	Indirect operations related to the supply chain (purchased goods and services) added

Table 4: Phases of NHS SBS's Approach to becoming Net Zero by 2028

The Carbon Reduction Plan, as part of our Net Zero 2028 initiative is a key component of our wider Sustainability programme. This programme integrates our ISO14001 certified Environment System, efficient resource consumption, renewable energy, circular economy, sustainable supply chain and support for our clients with solutions and services in their transition to a Net Zero economy. During 2022, Sopra Steria Group and NHS SBS plan to embrace the new SBTi standard (to be released in late 2021) on 'Near Term' and 'Long Term' Targets in addition to continuing with the UN Climate Neutral Now Net Zero Initiative.

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 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, for the Financial Year ending on 31 December 2020, has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:



Director's signature

Director's name: Erika Bannerman

Date: 30 September 2021

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>