



The Centre for Sustainable Healthcare's Carbon Reduction Plan

March 2026

Commitment to Achieving Net Zero

The Centre for Sustainable Healthcare (CSH) has renewed its commitment to achieving Net Zero emissions by 2045 for emissions scopes 1, 2 and 3. The commitment was re-confirmed on 3rd March 2026 by the senior management team and board of trustees.

Supporting healthcare organisations to reduce Greenhouse Gas (GHG) emissions and meet NHS net zero targets is at the core of CSH. As a supplier to the NHS, CSH is also committed to reducing its own emissions, having measured our organisational impact since 2020-21 and working towards understanding the carbon impact of our products/services. This report solely focuses on our organisational carbon footprint. However, additional work is being undertaken to understand the contribution of our products and services' carbon footprint to our organisational carbon footprint. Initial evaluation of one of our products, the [Green Team Competition](#), has shown to emit a carbon footprint of 153.2 kgCO₂e per delivered competition since 2024. In 2025, 9 competitions emitted 1.4 tCO₂e but generated savings of 689.7 tCO₂e with an average of 76.3 tCO₂e savings per competition.

CSH's detailed carbon footprint analysis is attached as Appendix 1.

Baseline Emissions

Baseline Year: 2020-21	
<p>CSH had not previously measured or reported on its GHG emissions, therefore December 2020 - November 21 will be taken as the baseline year for future reporting.</p> <p>As a 100% remote working organisation, CSH does not own or control any physical space, there are no sources of direct fossil fuel consumption, and the organisation does not purchase electricity. Subsequently, Scope 1 and Scope 2 emissions are reported as zero.</p> <p>The following Scope 3 emissions were measured: purchased goods and services, business travel, and homeworking. We do not measure individual household waste.</p>	
Baseline year emissions:	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	0
Scope 2	0
Scope 3	52.88 <i>Expenses (food & accommodation): 0.57 tCO₂e</i> <i>Business travel: 2.06 tCO₂e</i> <i>Homeworking: 11.96 tCO₂e</i> <i>Supply chain (overheads and project costs): 38.29 tCO₂e</i>
Total Emissions	52.88
GHG emissions per FTE (carbon intensity metric)	2.61

Current Emissions Reporting

Year: 2025	
For additional details relating to the emissions calculations see appendix 1 and for methodology, refer to appendix 2.	
<p>Emissions for the current period cover CSH’s 2025 financial year (January to December).</p> <p>As CSH continues to operate entirely remotely and does not own or control any physical office space, there are no direct sources of fuel consumption. Consequently, Scope 1 emissions from stationery fuel consumption and Scope 2 emissions from direct electricity consumption are reported as zero.</p> <p>The following Scope 3 emissions were measured: supply chain (overheads and project costs), business travel, other expenses and homeworking. We do not measure individual household waste.</p>	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	0
Scope 2	0
Scope 3	<p>67.19</p> <p><i>Business travel: 5.89 tCO₂e</i> <i>Homeworking: 14.12 tCO₂e</i> <i>Supply chain: 47.18 tCO₂e</i></p> <p>GHG emissions associated with the supply chain (overheads and project costs) were responsible for 70.1% of CSH’s 2025 carbon footprint, 47.18 tCO₂e. The top contributing categories to CSH’s supply chain emissions were project costs associated with trees for NHS sites, sub-contractors, professional and consultancy services on projects, computer expenses (see Figure 1). Together GHG emissions from these categories make up 87.7% of CSH’s supply chain emissions (Table 3, Appendix 1).</p> <p>Homeworking contributed 21.1% (14.12 tCO₂e) of CSH’s 2025 carbon footprint and business travel added 5.89 tCO₂e (8.8%).</p>
Total Emissions	67.19
GHG emissions per FTE (carbon intensity metric)	2.71

A detailed look at the supply chain emissions are shown in Figure 1. There are two key hotspots:

1. 36% is due to items purchased for projects, a total of 16.88 tCO₂e. Of this, at least 10.58 tCO₂e is attributed to expenditure on trees for planting as part of the NHS Forest project.
2. 34% is due to sub-contractors, 15.80 tCO₂e. Two projects which involved expenditure on subcontractors were responsible for over 80% of emissions.
 - a. A contractor involved in planning the *Health by Nature* programme and delivering evaluation support – Monitoring, Evaluation and Learning. In total, 6.4 tCO₂e of emissions were associated with the expenditure.
 - b. A contractor provided consultancy for a *Design for Life* project. The expenditure on the contract was responsible for emitting 6.46 tCO₂e.

The emissions associated with the above projects all have positive environmental impacts – whether through planted trees, improved health through nature or supporting a shift from single-use to reusable items in healthcare. In total, these are responsible for around 70% of the emissions from the supply chain.

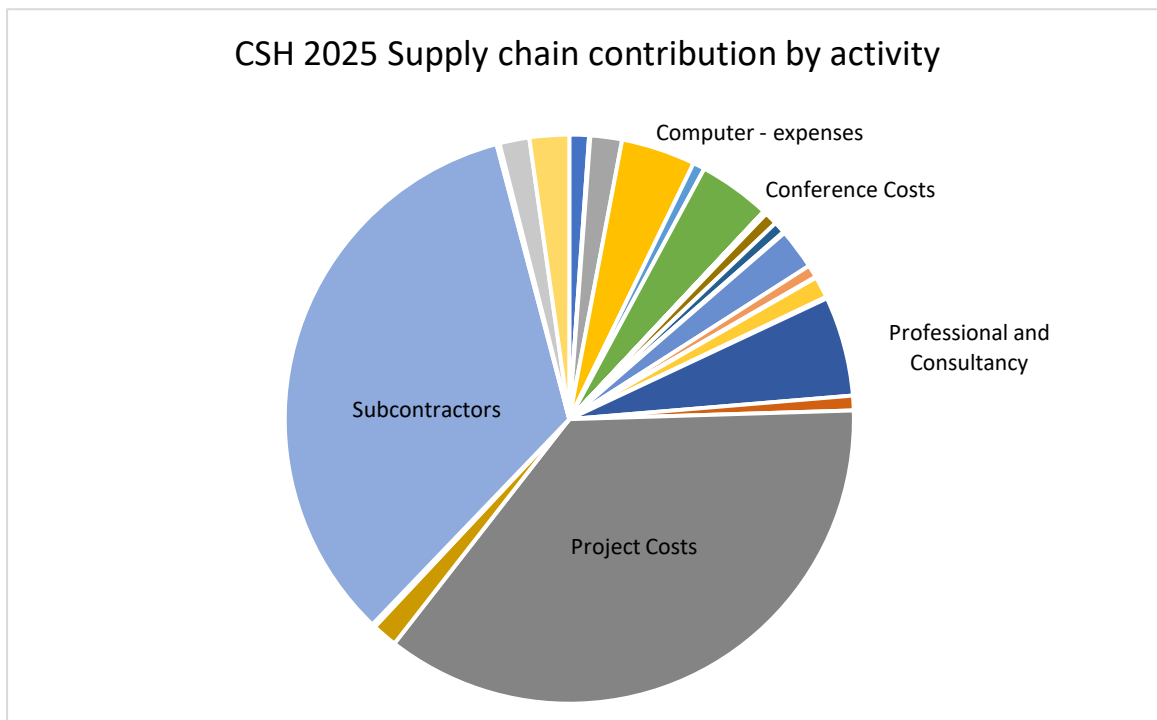


Figure 1. 2025 Emissions from CSH supply chain

More minor hotspots within the supply chain include:

- Venue hire and subsistence (8.1%) - Mainly for office day, conferences and associated food costs
- Other professional and consultancy services (5.6%) - Mainly ecological surveys and habitat management support
- Computer software and IT (4.2%)
- Website (2.2%)

Emissions Trajectory

CSH is committed to achieving Net Zero by 2045. Comparing 2021-22 baseline emissions with the current reporting period (2025), CSH's total organisational carbon footprint has increased by 26.4 % and carbon (intensity) per FTE increased by 4.2% to 2.7 tCO₂e. GHG emissions associated with the supply chain (overheads and project costs) increased by 35.0%, business travel by 185.9 % and homeworking by 18.1% compared to 2021-22 (see Appendix 1 Table 1 for full details). Growth in emissions can be attributed to increased number of staff and increased activities by CSH. The huge rise in travel related emissions is due to air travel related to CSH's European project KitNewCare. Due to budget and time constraints train travel was not always possible. In comparison with the previous year, 2025 emissions increased by 30.1% as demonstrated in figure 2 and table 2 (appendix 1).

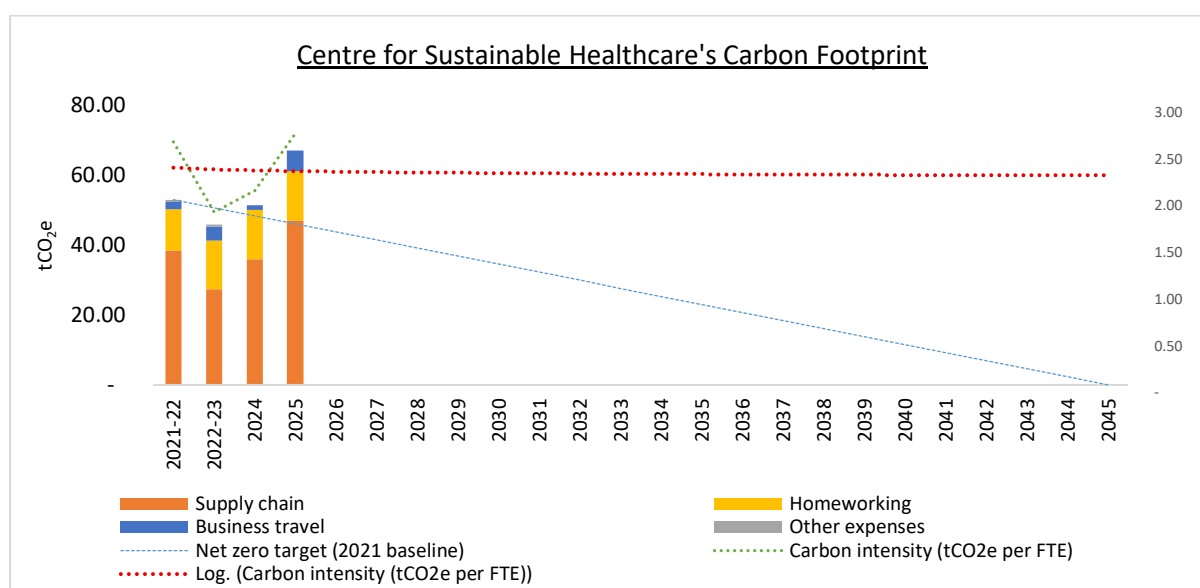


Figure 2. CSH's organisational carbon footprint and net zero target

Future carbon reduction projects

Focus area	Activity	Completion date	Responsible person(s)
Employee engagement	Run an annual engagement session for employees to understand CSH's current carbon footprint and input into carbon reduction plan.	Annually, next one April 2026	Sustainability analyst
Supply chain (overheads and project costs)	Review procurement to identify unnecessary expenditure/ update accounts codes	May 2026	Chief operating officer
Supply chain (overheads and project costs)	Separate out our procurement emissions for core and projects to get a better understanding of hotspots.	December 2026	Sustainability analyst
Homeworking	Implement an end of day computer shut down policy.	April 2026	People and operations lead
Supply chain (overheads and project costs)	Review our filing to reduce unnecessary cloud storage	December 2026	Chief operating officer

Focus area	Activity	Completion date	Responsible person(s)
Supply chain – professional and technical services	To review companies used to ensure alignment with the aims, principles and ethos of CSH	May 2026	Chief operating officer
Supply chain - Conference costs	To review conference partners (where hosting) to provide event(s) with minimal environmental impact	February 2027	Chief operating officer
Supply chain - Computer software and IT	Computer and IT support services will balance environmental impact with the needs of CSH	May 2026	Chief operating officer
Supply chain - Office hire	Office hire venue(s) will be chosen to balance that which is most accessible to staff, with least environmental impact, and with principles and ethos which meet those of the CSH	February 2027	Chief operating officer
Supply chain - Website	To review provider to ensure hosting is with a preferred provider with the lowest carbon footprint and meets the needs of CSH.	February 2027	Chief operating officer
Supply chain – Project costs	There may be a change in spend on trees for planting as the NHS Forest project continues. The carbon footprint from expenditure will vary while recognising the positive impact tree planting has on nature restoration and carbon reduction.	December 2026	Chief operating officer
Supply chain – subcontractors	Contractors will be chosen through a process which enables the projects to deliver maximal environmental gain with the lowest carbon emissions	May 2026	Chief operating officer

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.

This Carbon Reduction Plan has been reviewed and signed off by



Signed on behalf of The Centre for Sustainable Healthcare

Name: Rachel Stancliffe

Position: Chief Executive Officer

Date: 10th March 2026

Appendix 1

CSH carbon footprint report

The Centre for Sustainable Healthcare's (CSH) carbon footprint for 2025 was estimated to be 67.19 tCO₂e, the equivalent of one person flying return from London to Hong Kong 17 times.

As shown in Table 1, emissions in 2025 associated with the supply chain (overheads and project costs) were responsible for 70.2% of the charity's carbon footprint, 47.18 tCO₂e. Homeworking contributed, 14.12 tCO₂e (21.0%) and business travel added 5.89 tCO₂e (8.8%).

Table 1: Centre for Sustainable Healthcare carbon footprint

Emissions		2021-22 Total (baseline) (tCO ₂ e)	2025 Total (tCO ₂ e)	Change from baseline
Scope 1	n/a	n/a	n/a	n/a
Scope 2	n/a	n/a	n/a	n/a
Scope 3	Supply chain (overheads & project costs)	38.29	47.18	23.2%
	Homeworking	11.96	14.12	18.1%
	Business travel	2.06	5.89	185.9%
Total carbon footprint		52.88	67.19	27.1%
Carbon footprint (tCO₂e) per FTE		2.60	2.71	4.2%

Comparing 2021-22 baseline emissions with the current reporting period (2025), CSH's total carbon footprint has increased by 27.1% and carbon footprint per FTE has increased by 4.2%. Looking at the detail, emissions associated with the supply chain (overheads & other procurement) have increased by 23.2%, business travel increased by 185.9% whereas homeworking increased by 18.1% compared to 2021-22 (Table 1).

Comparing 2025 emissions with the previous year (2024), CSH total carbon footprint increased by 30.7% from 51.39 to 67.19 tCO₂e and FTE by 30.2% from 2.08 to 2.71 tCO₂e. Increased CSH activities in 2025 compared to 2024 resulted to overall growth in emission with the carbon intensity increasing by 30.2% as summarised in Table 2. below

Table 2: Centre for Sustainable Healthcare 2024 vs 2025 carbon footprint overview

Emissions		2024 (tCO ₂ e)	2025 Total (tCO ₂ e)	Change from previous year
Scope 1	n/a	n/a	n/a	n/a
Scope 2	n/a	n/a	n/a	n/a
Scope 3	Supply chain (overheads & project costs)	35.96	47.18	31.2%
	Homeworking	14.08	14.12	0.3%
	Business travel	1.35	5.89	336.3%
Total carbon footprint		51.39	67.19	30.7%
Carbon footprint (tCO₂e) per FTE		2.08	2.71	30.2%

Supply chain (overheads and project costs)

GHG emissions associated with the supply chain (overheads and project costs) contribute to 70.2% of CSH’s organisational carbon footprint and has increased by 30.7% compared to the previous year. **Error! Reference source not found.** describes the top 5 contributing categories to CSH’s supply chain emissions which together contribute 87.7%.

Project costs contribute to the majority of CSH’s supply chain emissions. Two of our projects, delivered through our [Green Space for Health programme](#), aim to increase the number of trees planted on NHS sites by offering tree bundles and fruit trees to NHS sites for free. A significant proportion of CSH’s project costs GHG emissions are therefore associated with procuring trees for NHS sites. Other project cost GHG emissions are associated with external consultancy support for supporting projects implementation as well as designing and facilitating courses.

As a remote working organisation, the majority of our work is computer based (e.g. delivering the Green Team Competition, running online educational courses, as well as hosting meetings and webinars). Therefore, GHG emissions associated with computer expenses and office equipment make up a considerable proportion of our supply chain emissions.

As CSH continued to expand and engage in more activities in 2025, CSH required additional computers to facilitate their remote working contributing to 4.2% of the supply chain emissions.

All CSH staff are encouraged to attend a monthly face-to-face team day in Oxford. GHG emissions associated with venue hire (office room hire and catering for monthly team days and conferences) contribute to 8.1% of CSH’s supply chain emissions.

Table 3. Top 5 contributing categories to CSH's supply chain emissions in 2025 compared to 2024³

Supply chain category	2024		Supply chain category	2025	
	GHG emissions (kgCO ₂ e)	Contribution		GHG emissions (kgCO ₂ e)	Contribution
Project Costs	14,549.5	40.5%	Project Costs	16,877.1	36.0%
External consultancy	10,320.7	28.7%	Sub-contractors	15,795.7	33.7%
Venue hire and subsistence (office day rent, conferences, food and associated expenses)	3,512.6	9.9%	Venue hire and subsistence (office day rent, conferences, food and associated expenses)	3796.1	8.1%
Website	1,572.5	5.6%	Professional consultancy	2,652.4	5.7%
Audit and accountancy fees	1,525.7	4.2%	Computer expenses	1,975.2	4.2%
Subtotal	31,480.96	88.9%	Subtotal	41,096.5	87.7%

Business travel

In 2025 CSH staff travelled 87,430.5 km, emitting 5,890.1 kgCO₂e. Majority of business travel emissions are associated with CSH staff travelling to Oxford once a month for our monthly office day team meet up.

Business travel related GHG emissions increased by 336.3% compared to the previous year due to overseas travel for projects implementation.

From Table 4, majority of kilometres (km) travelled in 2025 were made via train (67.8%), and proportionally, the number of miles travelled via train compared to other modes decreased by 17.6 percentage points compared to the previous year. 19.8% of km's travelled in 2025 were made via petrol/diesel car, however, proportionally the number of km's travelled via car (fossil fuel) compared to the previous year reduced by 4.1 percentage points.

Growth in km's travelled in 2025 could be attributed to increased activities delivery by the CSH team and participation in European projects resulting to wider coverage area. Air travel contributed 20% of CSH's travel emissions for the first time.

Table 4: Breakdown of distance travelled by transport mode

	2024		2025	
	Distance travelled (km)	Contribution to total	Distance travelled (km)	Contribution to total
Train	22,208.0	85.4%	59,259.8	67.8%
Flight	0	0%	17,288.0	19.8%
Car (fossil, fuel)	3,110.6	12%	6,869.4	7.9%
Car (Electric)	0	0	454.1	0.5%
Bus	409.6	1.6%	707.7	0.8%
Coach	0	0	1,432.3	0.8%
Tube	89.4	0.3%	508.2	0.6%
Electric car	0	0%	454.1	0.5%
Taxi	62.0	0.1%	278.0	0.3%
Cycle	0	0	432.0	0.5%
Cycle	0	0	195.2	0.2%
<i>Total</i>	<i>26,012</i>		<i>87,430.5</i>	

Homeworking

Compared to the previous year, GHG emissions associated with homeworking have increased by 0.3%. This increase can be associated with a small increase in CSH staff members.

Appendix 2

2025 Methodology and Limitations

Business travel

GHG emissions associated with business travel have been estimated using a process-based approach. Data on staff journeys, distance travelled and transport mode, were taken from expenses forms. Primary data was converted into carbon emissions using the UK [Greenhouse gas reporting: conversion factors 2025](#). All transport factors include Well-to-Tank (WTT) emissions.

Homeworking

GHG emissions associated with homeworking have been estimated using a process-based approach. Staff member full time equivalents (FTE) were converted into working hours per year with annual leave and bank holidays removed, providing a total working hours per year. GHG emissions associated

with home heating and electricity usage were estimated using the UK [Greenhouse gas reporting: conversion factors 2025](#). GHG emissions associated with WIFI usage have been taken from Mike Berners-Lee, it was assumed that WIFI is used by 2 people in a household, on 24 hours a day, but is only used for work for 7.5 hours per day and excludes contribution of renewable energy sources in cases where staff have installed renewable energy source options in their homes. GHG emissions associated with laptop embodied emissions have been excluded as these are captured separately through annual supply chain emissions.

Supply Chain

CSH's supply chain GHG emissions have been split into two categories; expenses (food and accommodation) and supply chain. Both have been estimated using a hybrid approach; however, majority of emissions were estimated by using an Environmentally Extended Input Output Analysis (EEIOA). In this method, financial data is directly converted into carbon dioxide equivalent values.

Expenses data covers GHG emissions associated with food and accommodation procured by staff for and during business trips. Cost data taken from expenses forms were converted into GHG emissions using the GHG COICOP multipliers taken from the UK Government dataset, UK full dataset 1990 – 2020.

Supply chain data covers GHG emissions associated with all other items procured by the organisation. Majority of procurement GHG emissions were estimated using an EEIOA using the SIC multipliers taken from the UK Government dataset, UK full dataset 1990 – 2022. Inflation was accounted for and financial spend was deflated to 2022 costs. For GHG emissions associated with external facilitation on CSH courses, it was assumed that external facilitators were working from home whilst facilitating, therefore emissions were based on number of hours and WFH factors from the UK [Greenhouse gas reporting: conversion factors 2025](#).

Limitations

All methodologies are not without their limitations. Using EEIOA for estimating supply chain emissions does not allow for annual GHG emission reductions unless cost is reduced. Going forward, other methodologies will be explored for reporting GHG emissions from the supply chain.

Due to home working GHG emissions being based on a generic WFH factor taken from the UK Government, this does not account for any staff members having energy efficiency schemes or renewable energy supplies in place.

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

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