

Our strategy continued



# 4. Championing sustainability

## Become recognised as a leader in environmental, social and governance (ESG) in our industry.

Spire Healthcare’s purpose, strategy and sustainability ambition are integrally linked to each other. By managing sustainability successfully, we aim to create lasting economic and social value.

### Our goals

- Leading the independent sector in being carbon neutral by 2030
- Contributor to Britain’s healthcare workforce and a diverse employer
- Protect and manage all sensitive data
- Reduction in waste and improved recycling

### Highlights and priorities

#### Highlights of 2023

- 3% ahead of 2023 emissions target (27,017 tCO<sub>2</sub>e achieved vs target 27,750 tCO<sub>2</sub>e)
- 35% of overall waste is recycled, up from 30% in 2022
- 47% female representation at board and executive committee level combined at end 2023
- 18.9% of colleagues classify themselves as non-white by ethnicity, up from 17.3% in 2022

#### Priorities for 2024

- Continue to seek opportunities for carbon reduction at all Spire Healthcare sites
- Continue to encourage, and train for, effective recycling and waste management
- Further increase female representation at executive committee level in pursuit of 40% board and executive committee combined target by 2025
- Strengthen security measures governing the storage of and accessibility of sensitive data



### Sustainability is core to Spire Healthcare\*

Championing sustainability is core to the group’s strategy and fundamental to our success and future. By managing sustainability successfully, we aim to create lasting social economic value.

Our sustainability strategy, which we launched in 2022, charts a progressive journey in which the group is evolving from risk management to providing social value and driving opportunities for sustainable growth. We actively collaborate with our stakeholders, including patients, colleagues, consultants, local communities and partners, to enrich lives and be a net contributor to society, not just through the services we provide, but in everything we do. This includes challenging our colleagues and the people we work with to factor sustainability into all aspects of what they do.

Our ambition, through our strategy, is to become recognised as a leader in sustainability in our industry:



\* The sustainability strategy covers Spire Healthcare Limited only at this stage; we anticipate working to bring the rest of the group under the same plan.

Our strategy continued

**Respect the environment**

We continually seek ways to reduce the impact our business has on the environment. We are continually looking at ways to reduce our carbon emissions, focusing our efforts on waste and recycling, including reducing the use of single-use plastics, finding ways to reuse our single use metal instruments and reducing the number of disposable gloves we use. We are doing all of this while working with suppliers to align goals, to ensure we work together to develop healthcare in sympathy with a sustainable planet. As an example, since 2019, we reduced CO<sub>2</sub> for Scopes 1 and 2 and improved waste segregation and reduction, to the equivalent of 28,850 trees planted or the equivalent of 16 football pitches.

Our journey towards achieving net zero carbon status by 2030 is going well, with investment in 2023 to remove piped nitrous oxide systems, further installations of LED lighting, and carbon reduction through effective management of our waste and the optimisation of our building management systems. We increased the amount of all dry mixed waste we recycled by 5% since 2022, with 99.7% of our domestic waste diverted from landfill and used for renewable energy, reused or recycled in the year. We also set up all our sites to manage food and glass recycling. Read more in our sustainability report on page 36.

**Engage our people and communities**

As set out in the previous section, to deliver our purpose we need a dedicated and engaged workforce. We celebrate the large number of long-standing colleagues who bring many years of experience and dedication. However, we continue to invest in our workforce through strong recruitment, retention and development programmes. We aim to provide a stimulating, diverse, inclusive and healthy working environment in which colleagues can thrive and achieve their career goals and aspirations.

3%

ahead of 2023 target emissions: 27,017 tCO<sub>2</sub>e achieved, target 27,750 tCO<sub>2</sub>e (2022: 9% ahead, 25,854 tCO<sub>2</sub>e achieved, target 28,163 tCO<sub>2</sub>e)


Report on CO<sub>2</sub> emissions by Inenco Group Ltd for Spire Healthcare

Our overall median gender pay gap in Spire Healthcare Limited is 9.2% in 2023 (2022: 6.2%) and the mean is 17.7% (2022: 17.1%). We are taking a number of positive steps to invest in and provide development opportunities for our female colleagues to progress into senior roles and work towards a balanced representation to reduce the gender pay gap. We welcomed two new female board, and two new female executive committee, members in 2023.

A key way we ensure the sustainability of our business is through our award-winning learning and development programmes. We are also embedding equity, diversity and inclusion across the organisation with active colleague-led networks for sexuality, race and mental health. Vita Health Group (VHG) has additional networks for faith, women and carers.

Closely linked to this is the way we engage with our local communities. Alongside expanding the healthcare services we provide, we also fundraise to support national and local causes in the areas around our hospitals. In June, we held a company-wide charity focus week, raising more than £40,000. An ‘around the world’ theme challenged participants to cover more than 40,000km through local skating, swimming, dancing and walking challenges, including a two-day 110km Thames Path walk between our offices in Reading and London, and cycling across 50km, 100km and 200km distances visiting Spire Bushey in north London and Spire Harpenden Hospital. Locally, hospitals contribute informally to food banks and other charities throughout the year; we would like to build wider engagement in the future as our charity committee becomes more established. Read more on page 49.

To promote services to ‘hard to reach’ patient groups, our VHG colleagues work closely with voluntary sector partners to stimulate referrals and bring services to supermarkets, libraries and community centres through a network of partnership liaison officers. In 2023, VHG commissioned a ‘mental health bus’ which stimulated community awareness of NHS talking therapies in the east Midlands.

 Read more about our diversity and people initiatives in our sustainability report on page 36 and in the strategy on workforce on page 27



Strategy in action

## Ramping up our recycling culture

As our business grows, we have launched a number of initiatives to improve further our recycling culture across Spire Healthcare. All sites are now set up with facilities to recycle food and glass, and we are planning an initiative to turn our hard plastics into benches and planters that we can donate to schools, parks and other places where they will add value to our communities.

Previously, items such as disposable curtains and tray wraps would find their way into general waste, but we are now set up at most sites to segregate these and dispose of them properly.

We are also exploring alternative solutions to using disposable paper tissue roll in many of our outpatient areas.

Another area planned for 2024 is a ‘gloves off’ campaign, to reduce, within strict safety parameters, the use of disposable gloves. A reduction in glove use would reduce carbon emissions and cost both in procurement and the cost of waste management.

Our strategy continued



66 In 2023, we improved waste segregation and reduction, removing 358.15 tonnes of CO<sub>2</sub>. This is the equivalent of planting 1,194 trees, removing 134 cars from the roads or powering 218 houses for a year.”

### Operate responsibly

We believe ethical and responsible behaviour is borne out of a culture that is based on core values. Spire Healthcare’s values are:

- Driving clinical excellence
- Doing the right thing
- Caring is our passion
- Keeping it simple
- Delivering on our promises
- Succeeding and celebrating together

We have a relentless focus on delivering healthcare to the highest standards and prioritise patient safety at all times. We aim to maintain robust standards of clinical and corporate governance in line with best practice while promoting an open and learning culture for all colleagues. Operating responsibly also requires strict compliance with the law. We continue to monitor all aspects of the group’s operations to ensure we comply with all applicable laws, including competition law, anti-bribery law, anti-tax evasion facilitation law, healthcare regulations and data protection law.

### Strengthening information and data security

Security can never be risk free, but at Spire Healthcare, we have demonstrated our commitment and support to continual improvement through investment in our people, processes and technology to mitigate against cyber risk. This is a particular focus as we update and invest further in our digital systems, ensuring that we continue to reduce risk and strengthen the group’s information governance and data security position. Read more on page 53.

 Read more about sustainability and our goals, progress and KPIs in our Sustainability report on [page 36](#)

### Dry mixed recycling rate for hospital sites only

23.5%

2022: 18%

Source: Spire Healthcare waste report 2023.

### Female representation at executive committee and board level combined

47%

2022: 37%

Source: Spire Healthcare data.