

focus

...on sustainability

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An introduction from Nick Gerrard

Welcome to our third annual sustainability report, highlighting our commitment to delivering sustainable solutions across the supply chain in procurement and operations, as well as our work to benefit the communities that we serve.

This year, we've structured the report to make it easier to access the facts that matter. Our approach is to look at what we achieved in the previous year with specific figures and data which can be measured against our targets, and then to look ahead at what we aim to achieve throughout 2011.

NHS Supply Chain is an organisation that is committed to sustainability, and we are continually striving to ensure that sustainability is an integral part of our day to day business.

By working closely with our customers and suppliers, we can ensure opportunities both up and down the supply chain are realised to their full potential. Over the past year, we've been putting many of our ideas into practice, engaging more areas of the business and working with external organisations to improve the sustainable performance of our organisation.

Some of the notable areas of improvement in 2010 have been a significant reduction in carbon emissions from our fleet of delivery

vehicles, a reduction in electricity, gas and water consumption, and the support of the Cycle2Work scheme by our employees, reducing the environmental impact of travel to work.

With sustainable procurement, we've been able to improve our performance by reducing the environmental impact of product acquisition, particularly in areas such as packaging and transport. Through the use of tools and frameworks, together with stakeholder engagement, we're working to recognised objectives for sustainability.

Our targets for 2011 are challenging – but they're an expression of our confidence that we can still make big advances in sustainability over the coming year both for our own business and for our customers.

Kind regards



Nick Gerrard
Chief Executive Officer,
NHS Supply Chain



With around 60 per cent of carbon emissions across the NHS being attributed to the procurement of products and services, there is a **huge opportunity for savings to be made** through the development and implementation of sustainable solutions.

Electricity reduced by over 20 per cent...

at our Maidstone distribution centre by relighting - equal to 310,351kwh or 167 tonnes of carbon.

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**324 tonne reduction
in carbon since 2009...**

through a higher
focus on our
transportation.

**£132,000 raised
for Cancer
Research UK...**

over the last
two years.

**Packaging: 16 tonnes of
weight saved...**

due to smaller packaging on 28
products. Total savings of over
£112,000 from packaging and freight.

NHS Supply Chain: a summary

NHS Supply Chain was created in October 2006 to deliver over £1billion in savings to the NHS. We're operated under a contract to Deutsche Post DHL as an agent of the NHS Business Services Authority (NHSBSA) on behalf of the Department of Health.

We provide end-to-end supply chain services incorporating procurement, logistics, e-commerce and customer and supplier support. We offer over 620,000 products to meet the needs of the NHS, from catering supplies and bandages through to technical equipment and MRI scanners.

Our procurement process negates the need for NHS organisations to tender through the Official Journal of the European Union (OJEU), helping to deliver efficiency savings for trusts that can be injected back into frontline patient care.

Key facts and figures

- combination of logistical and healthcare procurement expertise from the public and private sectors
- over 1,000 customers across the healthcare sector
- 620,000 products available
- compliant with EU public procurement regulations
- aim to deliver £1billion savings to the NHS
- comprehensive sustainability programme closely aligned to NHS carbon reduction targets.

Our sustainability strategy highlights our commitment to reducing the impact of our operations on the environment, making a positive contribution to the communities that we work in and developing customer, supplier and employee relations through sustainable and ethical working practices.

Our organisation is growing to meet the changing needs of the NHS. One of our biggest challenges is ensuring that factors such as waste and carbon emissions do not grow with it.

With around 60 per cent of carbon emissions across the NHS being attributed to the procurement of products and services¹, there is a huge opportunity for savings to be made through the development and implementation of sustainable solutions. The NHS Carbon Reduction Strategy for England has set a voluntary target for trusts to reduce carbon emissions by 10 per cent by 2015, and at NHS Supply Chain, we're committed to helping trusts achieve this.

Below are some key figures to illustrate the degree of expansion we experienced at NHS Supply Chain between 2009 and 2010.

Growth of company

ACTIVITY	2009	2010
Number of employees	2,400	2,560
Orders from customers	4,000,000	4,720,000
Service calls from customers	41,000	300,000
Suppliers	520	1,000

Whilst our activities grew, our ongoing sustainability programme meant we were still able to make significant progress in this field throughout 2009 to 2010, as evidenced below.

Reductions in consumption, waste and emissions

ACTIVITY	2009	2010
Total reduction in tonnes of CO ₂ per £million revenue (from a baseline of 2008)	12%	14%
Waste diverted from landfill in tonnes	1439	1524
Recycling level	71%	73%
Delivery distances in miles	11,000,000	9,817,201
Reduction in absolute electricity consumption in kwh (from a baseline of 2008)	4%	6%



Sustainable Operations



“We work closely with customers, suppliers and employees to **preserve and protect the environment.**”

Sustainable Operations: an overview

At NHS Supply Chain, we're committed to putting the principles of sustainability into practice across our operations and place a strong emphasis on minimising our impact on the environment.

We recognise our responsibility for preserving and protecting the environment, and work closely with customers, suppliers and employees to develop environmental best practice and improve the supply chain across the NHS.

Our key objectives include:

- improving water, energy and fuel efficiency
- reducing emissions, waste and pollution from distribution centres and our fleet vehicles
- increasing recycling
- improving vehicle fleet utilisation
- reducing packaging
- making more efficient use of natural resources across our business activities.

How do we achieve these objectives?

We are certified to ISO 14001, the International Environmental Management System Standard, which drives our sustainability programme. We've set a comprehensive range of targets, covering everything from reducing our environmental impact to ensuring staff awareness of sustainability and how they can make a difference.

Not only does this contribute to a cleaner environment, but it also makes good business sense. Reducing the amount of waste going into landfill, lowering our energy consumption and improving the fuel efficiency of our vehicle fleet means we can reduce costs and remain competitive.

Our key target areas are as follows:

- energy
- water
- staff travel
- stakeholder engagement
- legal compliance
- site of special scientific interest (SSSI).
- waste
- transport
- internal procurement
- training and awareness
- environmental (ISO 14001)

Each one of these areas is outlined in more detail overleaf, along with an overview of our Sustainability Improvement Programme developed to support the sharing of best practice internally and within our sector of DHL.

SUSTAINABLE OPERATIONS

Energy

Our distribution centre network is the aspect of our business with the greatest energy saving potential. For example, through investment in more efficient heating, ventilation, air-conditioning and lighting, and through more efficient use of existing equipment, we can significantly reduce our carbon footprint. In 2010, we achieved a 16 per cent reduction in absolute gas consumption and a six per cent reduction in absolute electricity consumption across our distribution centres relative to 2008 levels. Plans are in place to accelerate this reduction in 2011.

TARGETS

- reduce the electricity consumption of our distribution centres by 10 per cent compared with 2008.
- reduce the amount of gas used from our distribution centres by 17 per cent compared with 2008.

ACHIEVEMENTS IN 2010

- achieved a six per cent reduction, with additional re-lighting projects being implemented at three of our distribution centres during 2011
- achieved a 16 per cent reduction in gas consumption
- achieved a six per cent reduction in tonnes of carbon per £million revenue from our distribution centres from a baseline of 2008
- upgraded the Alfreton distribution centre heating and cooling system in October 2010, saving 44,277kwh of electricity per annum
- completed the re-lighting of our Maidstone distribution centre, reducing electricity consumption at the site by over 20 per cent - equal to 310,351kwh or 167 tonnes of carbon
- undertook a trial of LED lighting on the loading bay at Normanton, reducing electricity consumption per hour from 500W to 6W.

PLANS FOR 2011

- meet target of reducing electricity used by our distribution centres by 12.5 per cent compared with 2008
- maintain the target of reducing gas used from our distribution centres by 17 per cent compared with 2008
- re-light warehouse and mezzanine floor areas at Alfreton, Bridgwater and Normanton distribution centres. This is expected to save in the region of 1,364,000kwh of energy, equivalent to 735 tonnes of carbon
- replace the Mechanical Handling Equipment in five distribution centres to improve energy efficiency through increased battery power and energy reclamation features
- roll out LED lighting where appropriate across the network.

**“Reduced the
electricity
consumption at
our Maidstone
distribution centre by
20 per cent through
re-lighting the
warehouse.”**



SUSTAINABLE OPERATIONS

Waste

Recycling is central to our waste management policy and is integrated across all of our operations. As part of Deutsche Post DHL, we can call on the expertise of DHL Envirosolutions¹ to help us meet our waste reduction targets. Through our ongoing waste management programme, we've achieved a recycling rate of 73 per cent in 2010, diverting around 1524 tonnes of waste from landfill.

TARGETS

- maintain the amount of waste recycled at 71 per cent
- reduce total waste arising from all distribution centres by three per cent relative to 2008 levels.

ACHIEVEMENTS IN 2010

- achieved a recycling rate of 73 per cent by end of December 2010
- improved site practices, such as recycling the inner cores of shrink wrap
- reduced waste by 17 per cent per £million revenue.

PLANS FOR 2011

- increase recycling of waste from our distribution centres to 75 per cent
- continue to work with our waste contractor to maximise recycling efficiency
- work with our onsite catering providers to explore opportunities for composting food waste at our sites with canteen facilities.



“We achieved a recycling rate of **73 per cent in 2010** through our ongoing waste management programme, **diverting around 1524 tonnes of waste from landfill.**”

SUSTAINABLE OPERATIONS

Water

Since 1970, water usage in the UK has increased by 30 per cent, placing a growing strain on one of our most precious natural resources. At NHS Supply Chain, we're committed to driving forward water conservation initiatives and we've made significant progress, reducing water consumption by 14 per cent per person across the business.

TARGET

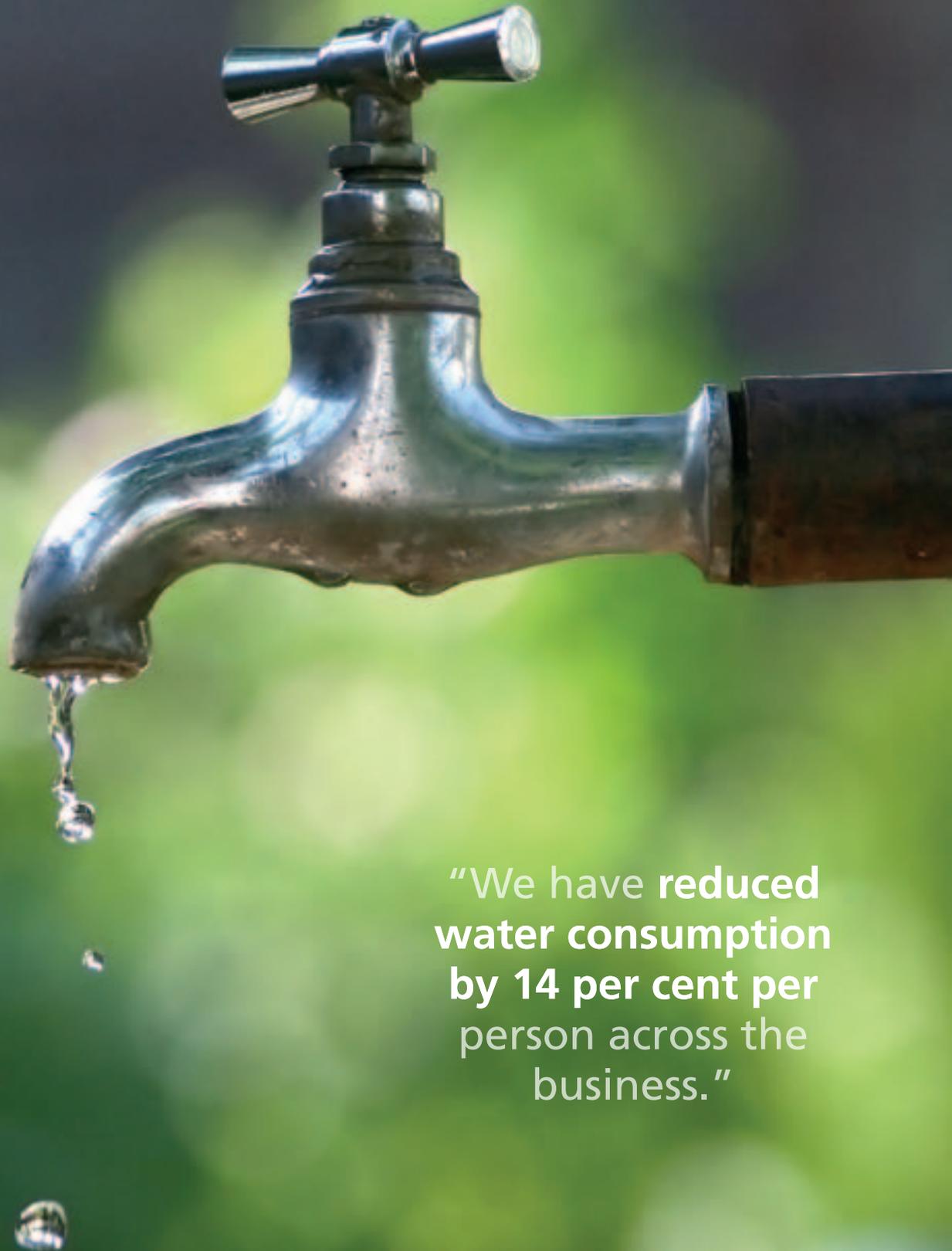
- reduce water consumption by five per cent per distribution centre employee compared with 2008.

ACHIEVEMENTS IN 2010

- reduced water consumption by 14 per cent per person through improved management of the box wash machines used to clean our reusable tote boxes that deliver goods to customers.

PLANS FOR 2011

- working to further reduce water consumption for every employee across our distribution centres
- continue investigating opportunities to reduce water consumption at our sites with the highest usage.



“We have reduced water consumption by 14 per cent per person across the business.”

SUSTAINABLE OPERATIONS

Transport

One of the key components of our sustainability programme is cleaner, more efficient transport. NHS Supply Chain has put in place a series of initiatives to dramatically reduce our carbon emissions and fuel consumption. It's an ongoing process which we believe will help to reduce our carbon footprint year on year.

TARGETS

- reduce carbon emissions from fleet vehicles by 12 per cent compared with 2008
- conduct pilot study of carbon and congestion with an NHS trust.

ACHIEVEMENTS IN 2010

- achieved a 16 per cent reduction in tonnes of carbon per £million revenue from a baseline of 2008
- a 324 tonne reduction in the carbon generated by our transport since last year
- replaced 118 fleet vehicles all to Euro 5 standard, thereby improving the European Emission Standards rating from Euro 3 to Euro 5 (these standards define the acceptable limits for exhaust emissions of new vehicles sold in EU member states)
- all new vehicles include cruise controls and laser aligned axles, plus air deflector kits where appropriate to reduce wind noise from turbulence and save fuel
- participated in a three month trial of the world's first 18 tonne hybrid distribution vehicle, part of a wider two year trial by Deutsche Post DHL
- extensive driver training programme introduced, including fuel efficient eco driving techniques
- all new vehicles limited to 53 mph
- worked with the Royal Liverpool and Broadgreen University Hospitals NHS Trust to carry out carbon congestion pilot, which showed that NHS Supply Chain deliveries were four times more carbon efficient than other suppliers to the trust.

PLANS FOR 2011

- meet target of reducing tonnes of carbon per £million revenue by a further 2.5 per cent from the outturn of 2010
- continuation of the transport training programme throughout the year
- replace our remaining old fleet of vehicles with new vehicles to Euro 5 standard
- investigate the replacement of standard air deflectors with a more efficient design
- introduce Jetpia¹ exhaust technology to 24 vans
- replace 12 curtain-sided trailers with tear-dropped boxed trailers for improved aerodynamics
- undertake trials of the Fitch Fuel Catalyst² on nine vehicles to test effectiveness in reducing emissions by over five per cent
- meet target of completing two further carbon congestion pilots by the end of the year.

¹Reduces gas emissions whilst increasing engine power and fuel economy. See www.jetpia.eu for further details.

²A permanent fuel treatment device that reformulates fuel, resuscitates partially oxidized fuel, and suppresses growth of bacteria to allow an engine to extract the maximum amount of energy with minimal emissions per kg of fuel.

Reducing carbon emissions in the South West

Our distribution centre in Bridgwater, Somerset, serves locations across Bristol and Bath, the most densely populated area in the South West of England. In fact, around 60 vehicles make approximately 500 deliveries a day to over 3,000 locations in the area.

This was a prime location for exploring ways to reduce our carbon footprint whilst maintaining service levels, so we began to review alternative delivery solutions to reduce the number of trips made by our vehicles from Bridgwater.

The Bridgwater team hit on what they believed was the ideal solution. They divided the area into five separate geographical zones, and then organised journeys so that each zone received a delivery service once a week.

“It made perfect sense,” says our Project Lead at Bridgwater. “For instance, instead of two half-empty vans making trips around Bath twice a week, we’d send one full vehicle to do the job once a week. So long as we made sure that the right deliveries were allocated to the right vehicle on the right day, then it had to work.”

It did - and after extensive liaison with customers, we launched our new initiative at the beginning of 2009, with an estimated 10,400 vehicle miles saved over the course of 12 months spanning January 2009 to January 2010 – equivalent to approximately 200 miles every week. That’s an overall saving of five tonnes in carbon emissions per annum.

The success of the project is endorsed by the Head of Supply Chain Management at the Bristol and Weston NHS Purchasing Consortium, who says “We’re really pleased with the success of this initiative which has managed to consolidate routes and reduce our carbon footprint whilst maintaining service levels.”

“an estimated **10,400 vehicle miles saved** over the course of 12 months... equivalent to approximately **200 miles every week.**”

**NHS Supply Chain Project Lead,
Bridgwater Distribution Centre.**

CASE STUDY

DHL at the forefront of Hybrid Drive vehicle testing

NHS Supply Chain supported trials of the world's first 18 tonne hybrid drive distribution vehicle in partnership with other Deutsche Post DHL sites.

Made by Volvo Trucks, the vehicle is a parallel hybrid which means it incorporates a regular diesel engine that is activated only when the vehicle reaches a certain speed. At low speed, a battery and electric motor create the power source. DHL is the first company in the world to trial this unique vehicle.

The battery never needs to be plugged into the mains as it recharges itself through regenerative braking: when the vehicle is braking or coasting, the battery is charged by the electric motor acting as a generator.

Built on a Volvo FE chassis, the vehicle features aerodynamic side skirts, a teardrop body and roof top air deflector – all designed to save fuel through improved air-flow.

NHS Supply Chain CEO Nick Gerrard is very enthusiastic about the trial. "We currently estimate that this new vehicle will produce fuel and CO₂ savings of up to 15 per cent."

324 tonnes – our transport carbon savings in 2010.



Investigating carbon congestion with the Royal Liverpool and Broadgreen University Hospitals NHS Trust

It's been estimated that healthcare procurement is responsible for nearly 60 per cent of the NHS' carbon footprint¹, so it's no surprise that leading professionals, including the Department of Health and the NHS Sustainable Development Unit, regard this as a key area for carbon reduction.

NHS Supply Chain has been working with the procurement team at the Royal Liverpool and Broadgreen University Hospital NHS Trust to work out the carbon emissions from the deliveries at their Liverpool (RLUH) site and measure the hospital's delivery footprint.

Making the comparison

An initial study in June 2010 identified that, whilst the trust was receiving almost three quarters of the volume of orders through nine scheduled deliveries from NHS Supply Chain, the remaining orders arrived on 139 deliveries through other suppliers and couriers.

NHS Supply Chain worked with the trust procurement team to capture data over a 'typical week' of operation at RLUH. The results showed that across an average year, trust deliveries emitted an estimated 54 tonnes of carbon from vehicle emissions. NHS Supply Chain was responsible for around 43 per cent of these. The data showed that, due to the consolidation of large volumes

of products on one delivery, NHS Supply Chain deliveries were almost four times more carbon efficient than other suppliers.



By using NHS Supply Chain as a supplier for a large proportion of its consumables orders, RLUH saw fewer deliveries, a reduced carbon footprint and less congestion at the site's loading bay. RLUH also made use of an additional service from NHS Supply Chain by receiving night-time deliveries to further reduce pressure on the busy loading bay.

By working closely with NHS Supply Chain, the trust achieved back office savings through order, delivery and invoice consolidation – a key recommendation of how trusts can reduce costs in the 2011 National Audit Office (NAO) report².

“NHS Supply Chain deliveries were almost four times more carbon efficient than other suppliers...”

¹'Saving Carbon, Improving Health: The NHS Carbon Reduction Strategy' (2007)

²National Audit Office. 2 February 2011. Department of Health. The procurement of consumables by NHS acute and Foundation trusts.

SUSTAINABLE OPERATIONS

Staff Travel

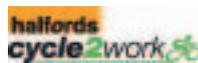
As a business, we're committed to choosing the most appropriate mode of travel to keep business mileage to a minimum. We encourage our people to use conference calls where appropriate to avoid unnecessary business travel, and over the last year, we've started training staff on a new web conference tool called WebEx. This enables presentations and other information to be shared over the internet, rather than in face-to-face meetings.

TARGET

- reduce the environmental impact of staff travel.

ACHIEVEMENTS IN 2010

- supported the Cycle2Work scheme, with 28 staff participating in 2010.



PLANS FOR 2011

- continue to support the Cycle2Work scheme in 2011
- continue to roll out training of Cisco WebEx web conference tool to allow staff to share data without the need to travel
- develop a method for measuring all staff travel.



“Travel to meetings has been heavily reduced by providing Cisco WebEx web conference training for 73 employees.”

SUSTAINABLE OPERATIONS

Internal Procurement

We're constantly seeking to reduce the environmental impact of our internal procurement. We've addressed the environmental impacts of a number of areas, including paper, toner cartridges, lighting and mechanical handling equipment. We'll be working with the DHL central procurement team during 2011 to build on our progress.

TARGET

- reduce the environmental impact of in-house purchasing of goods and service.

ACHIEVEMENTS IN 2010

- introduced 100 per cent recycled paper across all distribution centres plus remanufactured toner cartridges across selected depots.

PLANS FOR 2011

- work with our site GoGreen teams to determine which areas we can address to make the most impact locally
- work with our central procurement team to identify further opportunities for improvement.



“With a focus on **improving our internal procurement sustainability standards**, we’ll be working further with the DHL central procurement team throughout 2011.”

SUSTAINABLE OPERATIONS

Stakeholders

We constantly keep our stakeholders informed on our sustainability progress. This includes customer visits, conferences for suppliers and senior managers, as well as a series of customer events. We also attend the quarterly GoGreen Environmental Sponsors' meeting to share progress and best practice across the wider DHL business.

TARGET

- ensure good communications and working relationships with stakeholders.

ACHIEVEMENTS 2010

- engaged directly with over 50 customers through visits and conference calls, and exhibited regionally and nationally with our sustainability market stall.

PLANS 2011

- continued engagement with customers, suppliers and all other stakeholders.



“Keeping our **stakeholders informed** is a key element of our sustainability programme.”

SUSTAINABLE OPERATIONS

Training & Awareness

We have a two-way relationship with our staff when it comes to sustainability – we make them aware of progress and targets in this area, and they supply us with their own observations and ideas. Our corporate induction sessions include a sustainability section and our Health, Safety and Environment Advisers deliver an environmental update as part of the site based induction and refresher training. Other specific site training is delivered as required.

TARGET

- establish a sustainability improvement programme (see page 30 for further details) to improve environmental awareness and help in identifying future opportunities.

ACHIEVEMENTS 2010

- established a sustainability improvement programme to engage employees in helping to identify future opportunities for improvements and cascade details on our achievements
- delivered corporate induction training covering our sustainability agenda to 196 staff as well as environmental site based induction and refresher training to a further 538 employees.

PLANS 2011

- continue to run our sustainability improvement programme
- continue to support the corporate and site based induction and refresher training.

“538 staff received environmental site based induction and refresher training.

A further 196 staff received corporate induction training (covering our sustainability agenda).”

Legal Compliance

We constantly keep abreast of changes to environmental legislation relevant to our sustainable operations agenda. A web based tool (Croners), that is part of our ISO 14001 system provides details of changes to current legislation and notifies us of new or pending legislation.

TARGET

- ensure compliance with the mandatory Carbon Reduction Commitment Energy Efficiency Scheme (CRC), which aims to significantly reduce UK carbon emissions not covered by other legislation.

ACHIEVEMENTS 2010

- installed automatic meter readers to selected gas meters and put mechanisms in place to gather data needed to take action in reducing our consumption of electricity and gas.

PLANS 2011

- our energy reduction plans will help to continue to reduce the tonnes of carbon we generate.

“As a business, we constantly **keep abreast of changes to environmental legislation** relevant to our sustainable operations agenda.”

SUSTAINABLE OPERATIONS

Environmental (ISO 14001)

We are certified to ISO 14001, the International Environmental Management System Standard, across our seven distribution centres. This enables us to manage our environmental impact as a business. It's a robust system for tracking the causes of environmental impacts, and includes objectives and targets, monitoring, operational procedures, training and awareness. Together with an internal and external audit process, we ensure that we reach the level of improved environmental performance we set out to achieve.

TARGET

- ensure continued certification to ISO 14001 (2004).

ACHIEVEMENTS 2010

- achieved our target, including the completion of ISO 14001 certification at our Rugby distribution centre.

PLANS 2011

- ensure continued certification to ISO 14001 (2004).

“We are **certified to ISO 14001**, the International Environmental Management System Standard, across our seven distribution centres.”



SUSTAINABLE OPERATIONS

Site of Special Scientific Interest (SSSI)

Our Maidstone distribution centre is built on the site of the disused Allington Quarry. The quarry face, behind the depot, contains an area that has been designated a Site of Special Scientific Interest (SSSI) by Natural England (an independent public body established to protect and improve England's natural environment).¹ The SSSI consists of alternating layers of hard limestone and soft sandstone which are divided into large blocks by deep vertical crevices known as gulls. These gulls have been filled by a yellow-brown silt known as loess, which was deposited by the wind during the Ice Age and, unusually, contains snail remains from millions of years ago.

TARGET

- ensure that Site of Special Scientific Interest (SSSI) at Maidstone distribution centre is managed according to Natural England Standards.

ACHIEVEMENTS 2010

- site kept in line with Natural England Standards.

PLANS 2011

- continue to ensure site is maintained in line with Natural England Standards.



“We manage our SSSI site, at our Maidstone distribution centre, in line with **Natural England Standards.**”

SUSTAINABLE OPERATIONS

What else has supported our success?

Sustainability Improvement Programme

In June 2010 we set up the Sustainability Improvement Programme with our colleagues in DHL Healthcare UK. This programme was designed to promote the sharing of best practice across NHS Supply Chain and Healthcare UK whilst driving improvements at a local level and ensuring effective communication of progress.

Another essential component was the establishment of GoGreen teams at all sites to engage employees. As the world's largest contract logistics company, DHL recognises its responsibility for protecting the environment through reducing carbon emissions from warehouse facilities and fuel used in vehicles. The GoGreen programme was developed to assist all DHL partners to reduce their environmental impact.



TARGET

- promote the sharing of best practice across NHS Supply Chain and Healthcare UK whilst driving improvements at a local level and ensuring effective communication of progress with performance and specific initiatives
- Improve our carbon efficiency by 15 per cent by 2012 and 30 per cent by 2020.

ACHIEVEMENTS 2010

- 14 per cent reduction in tonnes of carbon per £million revenue from a baseline of 2008
- instigated regular meetings of a steering group, comprising senior managers from all areas of the business
- steering group identified opportunities to improve the level of sustainability across our operations
- published two internal e-zines to raise awareness of climate change and related subjects
- helped employees save on fuel bills at home and work by providing information on eco-driving techniques
- provided Cisco WebEx web conference training for 73 employees to reduce travel to meetings
- all sites established their own GoGreen teams to develop local initiatives
- site GoGreen teams embraced a number of initiatives including a 'Switch-Off' campaign to promote energy savings, reducing the number of printers on site and increasing recycling through the removal of desk bins and introduction of recycling stations
- held environmental roadshows to promote sustainable initiatives to employees, including gardening and bee-keeping sessions at our Maidstone Distribution Centre
- introduced a carbon emission self-certification tool for all sites to use to assess performance against a number of criteria, with three standards to achieve: bronze, silver and gold.

PLANS 2011

- focus on effective communication through the involvement of our Employee Engagement Officer
- concentrate on the sharing of best practice, with key topics discussed at each steering group meeting
- continue and strengthen WebEx training to reduce the need for travel to meetings
- establish regular national calls with the GoGreen team for the sharing of ideas
- get involved in the promotion of World Environment Day
- work towards all sites attaining at least bronze level for site carbon emission performance.

Sustainable Procurement



“...generating benefits ... to society and the economy, whilst minimising damage to the environment.”

Sustainable Procurement Taskforce, June 2006.

Sustainable Procurement: an overview

NHS Supply Chain aims to reduce any adverse environmental and social impacts occurring throughout the life-cycle of products and services procured, thereby ensuring a sustainable solution for the NHS. For this, we aim to promote and maintain high standards of social, ethical and environmental conduct across our procurement activities and work with our suppliers to adopt a similar responsible approach toward sustainable procurement.

Our key objectives include:

- delivering specialist training to our procurement team
- further embedding sustainability elements into our procurement process
- working closely with suppliers during the course of agreements to reduce any environmental and social impact linked with our procurement activities
- monitoring and measuring our performance against our key objectives.

In order to achieve our objectives we measure our performance in the following areas:

- procurement process
- Direct from Manufacture (DfM)
- packaging reduction
- carbon reduction
- fair and ethical trade
- stakeholder engagement.

SUSTAINABLE PROCUREMENT

Supporting the Government buying standards

At NHS Supply Chain we pride ourselves on the quality of our procurement team and on our thorough procurement process looking at both our own procurement practices as well as engaging with our suppliers to gain greater visibility of our total supply chain.

Improving our Business Case process through SPROUT

As part of enhancing the quality of our business case we have incorporated (in 2008) The Sustainable Procurement Risk and Opportunity User Tool (SPROUT), originally developed by the NHS Purchasing and Supplies Agency (PASA) to ensure that sustainability is always a fundamental consideration. In 2010, we strengthened this aspect of business case formulation and introduced a new system for our Sustainable Procurement Manager to indicate the level of risk for each contract.

SPROUT has been used by NHS Supply Chain since 2009. It's invaluable in helping us identify social and environmental risks or opportunities for each business case and contract award recommendation. Carbon usage, resource efficiency, biodiversity, animal welfare, pollution, ethics and impacts on public health are just some of the areas analysed by the tool.

Supporting DEFRA's buying standards

The Department for Environment, Food and Rural Affairs (DEFRA) has produced a set of sustainable 'Buying Standards' – a list of specifications for products which have been assessed for their impact on sustainability. At NHS Supply Chain, we fully support these government buying standards and are introducing a scheme called Green Flag which helps our customers to easily recognise which products meet the standards.

Increasing employee awareness with training

We believe that an effective sustainable procurement programme comes from both managers and employees understanding and committing to its principles. We emphasise awareness raising and training right from the outset with our Induction Programme for new members of our procurement team.

"We achieved a **15 per cent rise in awareness of sustainable practices** within the first six months of introducing the new role of Sustainable Procurement Manager."

We measured the increase through conducting a survey across the buying teams before the appointment of our Sustainable Procurement Manager, and then six months later.

We strive to continually develop employee awareness of sustainability through a wide range of communication channels, including presentations at team meetings and articles in our internal magazine. Our goal is to have buyers who 'think and act' sustainability as an integral part of the procurement process.

TARGET

- strengthen our procurement process by continuing to embed additional sustainability elements and increase the visibility of data to our customers.

ACHIEVEMENTS 2010

- implemented a system to ensure a centralised record of all SPROUT assessments
- enhanced the sustainability section of the Business Case
- investigated the feasibility of the Green Flag scheme to support and promote the Government's buying standards
- achieved a 15 per cent rise in awareness of sustainable practices within the first six months of introducing the new role of Sustainable Procurement Manager
- training extended to the sales account management team
- carried out internal survey to help plan internal training more effectively.

PLANS 2011

- set up a database to capture information automatically from SPROUT assessments
- update our supplier code of conduct (see link at the bottom of the page)
- launch the Green Flag logo
- conduct 'Lunch and Learn' sessions to continually increase awareness of sustainability amongst our people
- commission training from the Ethical Trading Initiative.

Supplier code of conduct

www.supplychain.nhs.uk/corporate/sustainability/~/_media/Files/Task_forces/current/Sustainability/Supplier_code_of_conduct.ashx



Sourcing tableware that's environmentally friendly

Our recent work with one of our contracted suppliers of tableware products in China, Green Good plc, demonstrates our commitment to offering sustainable solutions and best value to NHS trusts by working together.

"Green Good plc has come up with a practical solution for many potential environmental issues, and this is **great news for our customers.**"

**NHS Supply Chain
Sustainable Procurement Manager**

Our Sustainable Procurement Manager visited the Green Good plc manufacturing site near Shandong, China to learn more about their sustainable procurement initiatives and how they could help to meet the NHS sustainability agenda as a supplier on our Catering Disposables framework agreement.

Green Good plc tableware products are made from Bagasse (sugar cane fibre pulp) – normally seen as a waste product and burned. "By using the material to manufacture tableware, Green Good plc are not only helping to reduce pollution – they're also making the most of resources by making efficient use of 'waste'" commented our Sustainable Procurement Manager. "What's more, products made from Bagasse are 100 per cent compostable, so it's a really environmentally sound solution."

In addition, Green Good plc uses a sophisticated water filtration system to recycle the water used during the manufacturing process. The whole production process also remains very local. The sugarcane comes from Thailand and the packaging to transport the finished plates comes from a factory just next door to the Green Good plant.

CASE STUDY



"Green Good plc has come up with a practical solution for many potential environmental issues, and this is great news for our customers" says our Sustainable Procurement Manager. "NHS trusts can be confident that the choice for catering products with our own brand on the Catering Disposables framework agreement offers a real sustainable procurement solution."

"...products made from sugarcane pulp are **100 per cent compostable**, so there's minimal impact on the environment."

**NHS Supply Chain
Sustainable Procurement Manager**



SUSTAINABLE PROCUREMENT

Direct from Manufacture

The Direct from Manufacture (DfM) scheme introduced by NHS Supply Chain in 2009 provides a new opportunity for NHS trusts to save money through the purchase of products straight from the point of manufacture. Our Choice for Health brand (CfH) enhances this by offering our customers quality products at a low price. We are continually improving the CfH brand by working with our suppliers on areas such as reducing packaging.

TARGET

- continue embedding sustainability within our DfM and CfH procurement processes.

ACHIEVEMENTS 2010

- 122 CfH products launched
- significant increases made in the use of Direct from Manufacture by customers.



PLANS 2011

- continue to further embed sustainability into our procurement process for DfM and the CfH brand
- collection of data to better understand the carbon impact of the DfM procurement process
- pre-tender packaging optimisation in terms of material minimisation, cubic volume reduction and elimination of excessive layers of packaging.

“...the NHS Supply Chain Choice for Health project... is working hard to include clinicians in the development, specification and implementation of new product areas and I am **confident that the products will maintain and enhance patient care** alongside reducing the costs to the NHS.”

Liam Horkan, Lead Nurse Clinical Procurement
East of England NHS Collaborative Procurement Hub



SUSTAINABLE PROCUREMENT

Packaging

NHS Supply Chain has identified packaging as an area where we have some leverage in improving sustainability. For example, our close relationship with manufacturers through Choice for Health means we can directly influence how goods are packaged. Time and resources have been invested to ensure our packaging performs to high standards, both economically and environmentally.

TARGET

- work closely with suppliers to enhance the sustainability standards of their primary packaging – reducing the quantity whilst simultaneously providing an increased opportunity to recycle.

ACHIEVEMENTS 2010

- subscribed to the On-Pack Recycling Label (OPRL) scheme to use on our Choice for Health product range
- drafted packaging guidance for all DfM suppliers to reduce waste
- revised DfM packaging to smaller sizes on 28 products, resulting in over £112,000 of packaging and freight savings, and over 16 tonnes reduction in weight
- reviewed unit numbers per pack with suppliers for cost and packaging savings.



PLANS 2011

- extend use of OPRL from new to existing products, subject to completion of packaging design review
- undertake trial of Waste and Resources Action Programme (WRAP) edit tool to assess the overall sustainability of our packaging options
- assess the amount of carbon saved by cutting down on packaging
- lunch and learn session for employees to increase awareness of packaging initiatives
- produce packaging guidance for non-DfM suppliers
- review non-DfM packaging.

Setting sustainability standards with our own brand

As part of NHS Supply Chain's DfM initiative, we introduced a new range of own brand products called Choice for Health (CfH).

The DfM team, along with the Sustainable Procurement Manager, were determined to make this an opportunity to review the product packaging to make sure that it was going to be both environmentally friendly and cost effective, which meant seizing the opportunity to drive negotiations with suppliers.

In many instances we were able to optimise packaging and reduce costs, which in turn helped to create greater efficiencies for our customers.

Saving thousands on freight and packaging

So far, the packaging of 28 CfH products has been reviewed, such as cotton wool, bandages and general absorbency products, seeing an average volume reduction of 17 per cent per product. This equates to combined freight and packaging savings of over £112,000 per year.

Our DfM Packaging Manager says "reducing the amount of packaging used is a key objective for the DfM team, to drive down both cost and the environmental impact associated with delivering products to our customers. So far, we've identified an average 17 per cent volume reduction for our cotton wool bandages and general absorbency products. This has saved over 16 tonnes of packaging, and reduced freight costs by over £100,000."

16 tonnes of packaging saved.

"This has saved over 10 tonnes of carbon, and reduced packaging and freight costs by £112,000."

**NHS Supply Chain DfM
Packaging Manager**

NHS Supply Chain is continuing to work with suppliers as the CfH product range expands to deliver even greater cost efficiencies and reduce their environmental impact.



Working with suppliers to reduce packaging and costs

NHS Supply Chain's recent work with suppliers to reduce product packaging on examination gloves has achieved real cost savings for customers, and greater efficiency throughout the supply chain.

In response to recent changes to European Union EN standards for examination gloves, our suppliers have been able to manufacture a thinner product which, whilst continuing to offer protection adequate to clinical users, also allows for a reduction in packaging by incorporating more gloves per pack.

In order to take advantage of the new EN regulations with regards to reducing the thickness of surgical gloves, NHS Supply Chain prompted their suppliers to review their packaging. This has enabled NHS Supply

Chain to procure the new range of six Newton gloves in boxes of 200's, as opposed to the previous range which was packed in batches of 100's for the nine Newton.

By working closely with suppliers and gaining a greater understanding of customer needs, we are able to reduce the impact of the healthcare supply chain on the environment, delivering real benefits to customers at the same time.

Cardboard packaging
reduced by 50 per cent.

SUSTAINABLE PROCUREMENT

Carbon

In 2009, the NHS Carbon Reduction Strategy 'Saving Carbon, Improving Health' was published. This study found that over half of the NHS' carbon footprint is associated with the procurement of products and services. The SCO₂PE supply prioritisation tool, a Microsoft Excel based application, has been developed by the Department of Health as part of the Procuring for Carbon Reduction project, to allow organisations to input their expenditure data within different categories to calculate an approximate carbon footprint. The tool then provides a further screening methodology that helps to prioritise which categories of spend offer the greatest potential for carbon emission reductions.

TARGET

- reduce the carbon impact of our procurement activities.

ACHIEVEMENTS IN 2010

- data collection to feed into the SCO₂PE tool
- participated in the trial of the Carbon Disclosure Project for the NHS.

PLANS FOR 2011

- identify our five highest carbon intensive products and work with our suppliers on ways to reduce the current intensity
- continue assessing our performance against the new Procuring for Carbon Reduction (P4CR) flexible framework
- continue discussions with targeted suppliers concerning carbon reduction opportunities.

External project involvement in this area:

Procuring for Carbon Reduction Steering Group This group was created in 2009 in response to the NHS Carbon Reduction Strategy 'Saving Carbon, Improving Health'. The Department of Health established a programme called 'Procuring for Carbon Reduction' (P4CR) to develop approaches and guidance for procurement professionals. It provides a detailed roadmap on how to address carbon emissions related to the goods and services procured by the NHS. NHS Supply Chain has been a member of the steering group since its formation.

Carbon Disclosure Project NHS Supply Chain has worked in partnership with the Carbon Disclosure Project (CDP) through the P4CR co-ordinated NHS trial alongside four other NHS procurement organisations. The CDP is a not-for-profit organisation holding the largest database of primary corporate climate change information in the world, and was created to accelerate solutions to climate change and water management by putting relevant information at the heart of business, policy and investment decisions. The project harnesses the collective power of corporations, investors and political leaders to accelerate unified action on climate change. We encouraged our main suppliers to provide their data on carbon emission through completion of a questionnaire, including questions on energy use, greenhouse gas emissions and the risk of climate change on their ability to deliver goods to us.

SUSTAINABLE PROCUREMENT

Fair and Ethical Trade

Fairtrade is a strategy for poverty alleviation and sustainable development. Its purpose is to create opportunities for producers and workers who have been economically disadvantaged or marginalized by the conventional trading system.



Fairtrade is a tool for development that ensures disadvantaged farmers and workers in developing countries get a better deal through the use of the international FAIRTRADE Mark. For a product to display the FAIRTRADE Mark, it must meet standards which are set by the international certification body.

Ethical trade is concerned with the rights of workers within the supply chain. Ensuring basic human and labour rights, and safe and decent working conditions

TARGET

- increase the number of fairly and ethically traded and Fairtrade certified products we offer to the NHS.

ACHIEVEMENTS 2010

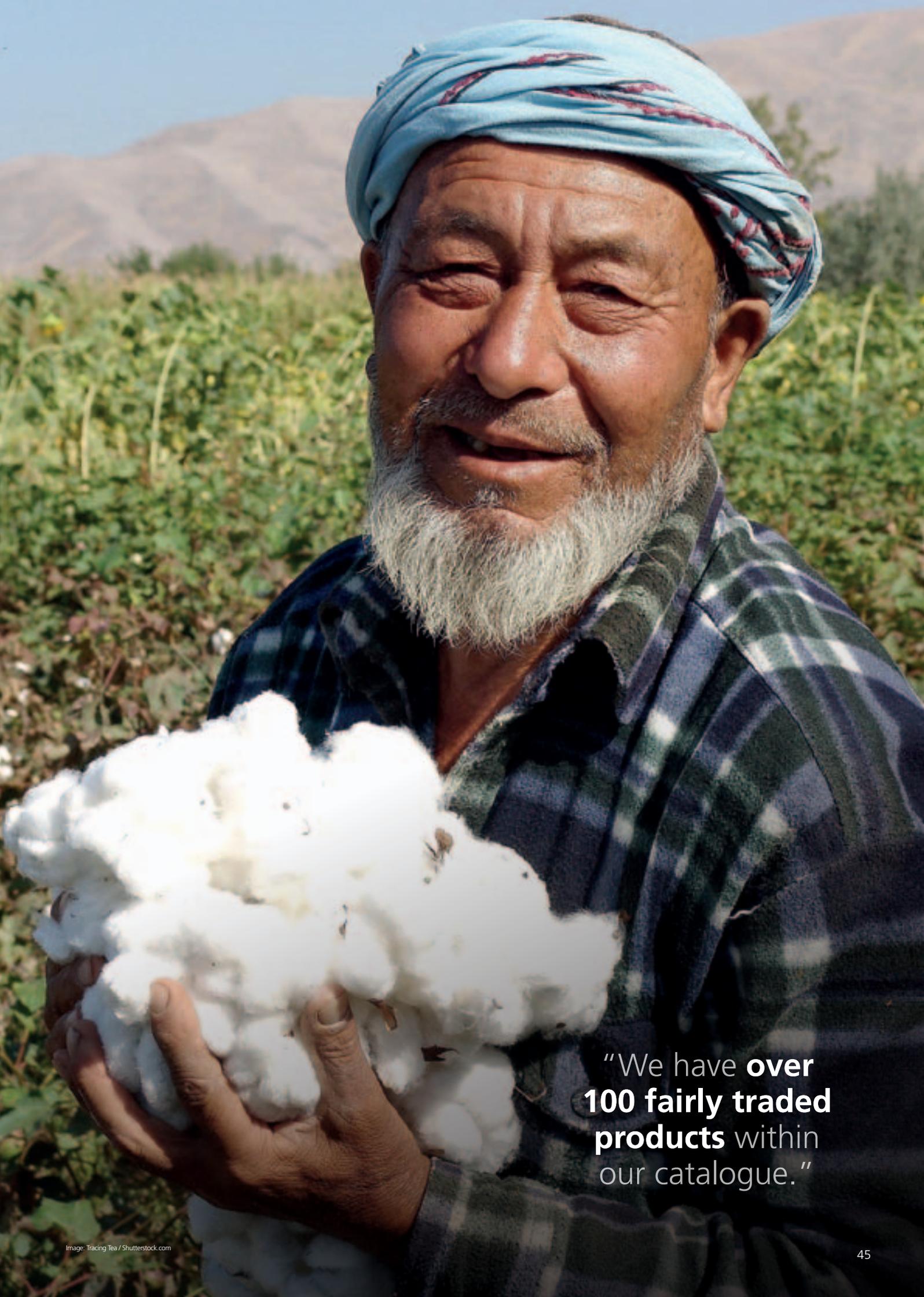
- to promote fairtrade fortnight, we produced a customer notice highlighting the fairly traded food products available through our catalogue
- in March 2010, polo shirts containing 70 per cent fair-trade certified cotton and 30 per cent polyester were made available through our catalogue.

PLANS 2011

- expand the range of fairly traded products within our catalogue
- continue to build ethical criteria into new contract evaluation and awards
- conduct a review of fairly traded schemes available in the industry
- assess ourselves against the Ethical Procurement for Health Framework, which involves consideration of labour standards throughout the procurement and market engagement processes, as well as building an awareness of labour standards in the supply chain so that concerns about those standards can be addressed.

External project involvement in this area:

- **Medical Fair and Ethical Trade Group** The group was set up in 2007 in response to concerns about unfair and unethical labour practices in the manufacture of surgical instruments and textiles, and acts as a forum for stakeholders of the UK healthcare industry – including the British Medical Association (BMA), Association of British Healthcare Industries (ABHI), Department of Health and NHS Supply Chain. NHS Supply Chain has been a member of this group since its formation.



“We have **over 100 fairly traded products** within our catalogue.”

SUSTAINABLE PROCUREMENT

Stakeholder Engagement

NHS Supply Chain is committed to working together with specialist organisations to understand and achieve more in our drive for sustainable procurement, and we're involved in a number of external stakeholder engagement groups and projects.

TARGET

- work with specialist organisations in order to understand and achieve more in our drive for sustainable procurement.

ACHIEVEMENTS 2010

- participation in NHS Sustainable Procurement Forum¹
- working with DEFRA on their Clothes Roadmap²
- participation in Medical Fair and Ethical Trade Group – see details on page 44
- participation in the Procuring for Carbon Reduction (P4CR) Steering Group – see details on page 43.
- held a sustainability market stall at five regional customer events 'Connected Live' raising awareness on our sustainable procurement agenda
- held a sustainability market stall at our supplier conference and since then have met with a number of suppliers to discuss their sustainability performance.

PLANS 2011

- having worked productively with these organisations during 2010, we plan to continue engaging and working with the appropriate stakeholder groups throughout 2011
- continue to work with customers and suppliers to identify opportunities both up and down the supply chain.

¹Led by the Department of Health, the forum has been established to encourage exchange of knowledge, views and experience on aspects of sustainable development as applicable to procurement, commissioning and commercial activity across the NHS.

²The Sustainable Clothing Roadmap was launched in 2007 with the aim of improving the sustainability of clothing across its lifecycle, from the crops that are grown to make the fabrics, to the design and manufacture of the garment, retail, use and end of life.

Future Plans for Sustainable Procurement

We've been undertaking an internal review of our sustainable procurement agenda to enable us to continue delivering a high level of sustainability performance within our procurement processes.

In 2011, we'll be determining what our future sustainable procurement approach will be, in order to build on our current successes.



Social and Community



“Our social and community programme enables **all our people to get involved** with local initiatives to instil a sense of pride across our business.”

Social and Community: an overview

Working with our local communities is a key element of our sustainability agenda, demonstrated through our commitment to a number of social and community-focused programmes and initiatives.

Our key objectives include:

- encouraging pride in our business
- developing our employees' skills and competencies
- encouraging and rewarding employee engagement at a national level
- supporting local communities and raising our profile in local areas
- fundraising activities
- supporting our nominated national charity.

SOCIAL AND COMMUNITY

We set ourselves challenging targets for our social and community programme in 2010. Through the commitment and dedication of our people, we made significant progress in achieving these and delivering real benefits to the communities that we work within.

TARGETS

- raise £150,000 for Cancer Research UK during 2009 and 2010
- increase the level of funds raised through the DHL Match It! scheme¹
- continue to support the Cycle2Work scheme²
- run an annual WellBeing Week for all employees
- support the Outward Bound³ mentoring programme.

ACHIEVEMENTS 2010

- supported Cancer Research UK over the last two years, raising £132,000 
- raised £13,336 through Match-It funding, making a total of £34,884 raised by staff for other charities
- won two CEO sub-regional awards for the activity during WellBeing Week and the employee engagement sessions run across all distribution centres
- two members of staff participated in the Outward Bound programme in October 2010
- made regular submissions to the DHL 'Our World' publication to showcase our sustainability work to colleagues across the DHL network
- supported the Cycle2Work scheme, with 28 employees using the scheme to buy new bikes
- supported the Haiti earthquake disaster in January 2010 when emergency medical supplies were needed at short notice (goods were picked and packed with nine pallets being flown out).

PLANS 2011

- partner with 'Help for Heroes' as our new charity of choice, with a target to raise £150,000 over the next two years 
- plan to match £12,000 of employee fundraising through Match It!
- continue to support the Cycle2work scheme
- conduct further Prince's Trust initiatives at two more distribution centres
- run a pilot of the Trucks and Child Safety scheme (TACS)⁴ in September at our Alfreton Distribution Centre once our new fleet of vehicles is in place
- plan to have two mentors accepted on the Outward Bound mentoring programme.

¹ Match It! Is a DHL funded scheme which matches employee fundraising efforts for eligible charity and community-based causes.

² Cycle2Work is a UK government initiative to encourage more carbon neutral travel to work

³ Outward Bound is an educational charity that offers young people the opportunity to take part in programmes that help to raise their self esteem, learn new skills and build a brighter future.

⁴ A national safety training programme to teach young children how to stay safe around large vehicles on the road

A healthy relationship with employees through WellBeing Week

WellBeing Week was introduced across NHS Supply Chain in 2008 in response to feedback from the business' annual employee opinion survey which called for increased employee engagement.

The week-long event was designed to reduce sickness absence, motivate employees, provide education on health and fitness and improve overall employee engagement across the business to make our people feel valued.

A cross-functional working group including: senior HR business managers, local site communication champions, general managers and functional leads; supported and co-ordinated the project – developing it from seven sites in 2008 to 13 sites in 2010 across the wider DHL Healthcare UK sector.

Activities this year included:

- Occupational Health visits across all three shifts at each site, performing checks for cholesterol, blood pressure and diabetes, as well as providing information on general health and wellbeing, such as diet, fitness and smoking cessation
- free fruit for all staff, with site caterers supporting the event with healthy eating menus

- visits from local health clubs, including equipment demonstrations, free guest passes and membership discounts
- Nintendo Wii challenges
- DHL Lifecycle trailer at every site, with exercise bikes, cross trainers and treadmills for staff to try out and compete in competitions against one another
- individual site activities, such as a prostate cancer awareness stand at Maidstone Distribution Centre

Each year since Wellbeing Week's launch, staff absence has reduced significantly, with a 3.68 per cent fall recorded for June 2010.

"This year was a great success with more events than ever and something for everybody, whatever their age or fitness. I know from talking to people that it's the perfect way to make sure everybody feels valued and has a really positive impact on work attendance levels."

**NHS Supply Chain Senior
HR Business Partner**

A better understanding of working life for school leavers

Colleagues at our Maidstone Distribution Centre worked with Kent County Council's education department and two local secondary schools to offer support programmes for pupils aimed at improving their training and career prospects.

The team supported 15 and 16 year olds from Maplesden Noakes school in completing application forms and basic ability testing to help improve their career choices after leaving school. "We used real DHL examples and carried out mock interviews with the students, giving them tips and encouragement for when they come to applying for jobs out in the real world – something that many young adults just don't seem to have" says Simon Collins, General Manager at Maidstone. "We also showed the pupils around the Maidstone site, giving them a taste of a real work environment they may face in the future."

From Hillview Secondary School for Girls, the team worked with students aged 16 -19 years old currently undertaking Business and Technology Education Council

(BTEC) courses, offering them the opportunity for some work experience on site at Maidstone.

"Pupils had the chance to experience core elements of our business for a day, ranging from customer services and stock management to operations and administration" continues Simon. "This included sitting in on several customer calls to experience the daily challenges we face and the processes we work through to find resolutions through team work."

Molly Norley, Local Children's Services Partnership Manager from Kent County Council said "It's really positive that local businesses are taking the lead in supporting the community and sacrificing their time to give local school pupils the chance to develop new skills and experiences in the real world of work."

"Both these programmes have been a great insight for potentially the next generation of employees or indeed family of existing employees" says Simon. "It also shows that by working with local communities and education authorities, our business can really make a positive difference to the choices students make for their futures."



“Through our social and community programme, we can continue to use our skills and expertise to **unlock new opportunities for future generations** and **enhance the communities that we work within.**”

Enthusiastic support for our Charity of Choice

In January 2009 NHS Supply Chain launched a new charity partnership with Cancer Research UK, following engagement with employees and a charity nomination vote to decide who our business would be supporting over the next two years.

Our goal in 2010 was to raise £75,000 across our business, with site-specific targets set that related to the size and number of employees at each distribution centre.

The results were very positive, generating a real sense of community and purpose, with a number of individuals acting on their own initiative to raise money in addition to the fundraising events organised by the business.



Activities included:

- regular donation stations at each site where people could bring in unwanted items such as clothes or books, with each bag of donated items raising around £20
- family fun days in the summer, giving employees and their families the chance to get together and have fun whilst also supporting Cancer Research UK. Events included live music, barbeques, raffles, games and sports tournaments to get everyone involved.

Of course staff had some great ideas of their own for raising money, including participation in the Great North Run, paragliding, a skydiving challenge and regular bake sales and raffles on site.

Over the whole two year partnership, our people managed to raise £132,000 for Cancer Research UK – a great achievement, and one our business is very proud of.

Employees chose Help for Heroes as our new charity for 2011/2012, assisting wounded service men and women returning from Afghanistan and Iraq with services such as rehabilitation and recovery centres, therapy projects and sports clubs. Our fundraising target for 2011 is £75,000 – a challenge that we'll all be taking on board.



Looking Forward... 2011 and beyond

At NHS Supply Chain, we have a clear vision: to partner the NHS using our scale, expertise and passion for service to provide the best healthcare and wellbeing for all.

Our sustainability programme is an ongoing process, developing to meet the needs of our business, our stakeholders and the changing world around us.

Throughout this report, we've highlighted our plans for 2011 for each area of focus, and we're **fully committed as a business to achieving these targets.**

By **working together with our customers and suppliers,** we can work to enhance sustainability across the supply chain and use innovation to help meet government targets to **reduce carbon emissions by 80 per cent** by 2050 – a huge challenge, but achievable through dedication and collaboration.

Assurance

This report has not been externally certified, however all data reported is auditable and has been wholly represented.

As we continue to progress with our sustainability programme we will review the merits of external certification of our annual report.

Feedback

If you have any comments or feedback on the contents of this report, please email the Sustainability Team at sustainability@supplychain.nhs.uk.