



HTSI Environmental Sustainability Strategy

1. Introduction

Healthcare Transformation Services International Ltd (HTSI) recognises that climate change and environmental degradation represent some of the greatest health challenges of our time. As an organisation working alongside healthcare systems in the UK and internationally, we understand that high-quality care and sustainable practice are inseparable.

This Environmental Sustainability Strategy sets out how HTSI will minimise its environmental impact, support the health system's transition towards Net Zero, and embed sustainability into the way we design, deliver and support transformation programmes.

2. Purpose of the Strategy

The purpose of this strategy is to:

- Define HTSI's commitment to environmental sustainability
- Align our work with national and international climate and sustainability priorities, including the ambitions of NHS England's Net Zero agenda
- Provide a clear focus for action across our operations, consultancy work and partnerships
- Establish a framework for monitoring progress, reviewing performance and driving continuous improvement

This strategy is intended to be practical, proportionate and capable of evolving as our organisation grows and as best practice develops.

3. Scope

This strategy applies to:

- All HTSI staff, associates and contractors
- All UK and international operations undertaken in the name of HTSI
- All programmes, projects and advisory work delivered in partnership with healthcare organisations, including NHS bodies, independent sector providers and international health systems

It covers both:

- **Direct impacts** – such as energy use, travel, digital infrastructure and procurement choices
- **Indirect or influence-based impacts** – such as how we design patient pathways, operational models and transformation programmes that can reduce waste, inefficiency and carbon emissions across health systems.

4. Our Environmental Principles

HTSI will be guided by the following principles:

1. **Do no harm to people or planet**
We will seek to reduce environmental harm associated with our activities and support wider efforts to protect public health through sustainability.
2. **Align with health system Net Zero ambitions**
Our work will support and not hinder the Net Zero pathways of partners, particularly NHS organisations.
3. **Proportionate and evidence-informed**
Our approach will be practical, data-informed and tailored to the scale and nature of our operations.
4. **Integrated, not an add-on**
Environmental considerations will be embedded into programme design, not treated as an afterthought.
5. **Transparent and accountable**
We will be open about our commitments, progress and areas where further improvement is needed.

5. Strategic Objectives

HTSI's environmental sustainability work will focus on the following core objectives:

5.1 Carbon Reduction

We will:

- Minimise avoidable carbon emissions from our business activities

- Prioritise **digital-first** engagement (virtual meetings, remote collaboration) where it is effective and appropriate
- Encourage low-carbon travel choices (e.g. rail over air where feasible) and consolidate travel to reduce unnecessary journeys

5.2 Sustainable Operations & Resource Use

We will:

- Reduce reliance on printed materials by defaulting to digital documentation and sharing
- Use cloud-based systems and secure digital platforms to minimise waste and duplication
- Encourage efficient use of energy and resources in our working arrangements, including home and office-based activity

5.3 Sustainable Procurement & Supply Chain

We will:

- Consider environmental and ethical factors when selecting partners, suppliers and venues
- Seek to work with suppliers who demonstrate responsible environmental practices
- Avoid, where possible, products and services with clearly avoidable negative environmental impact

5.4 Supporting Net Zero Health Systems

Through our transformation work with healthcare organisations, we will:

- Highlight opportunities where improved patient flow, reduced delays and streamlined pathways can also reduce environmental impact (e.g. fewer unnecessary attendances, more efficient use of theatres and diagnostics)
- Encourage inclusion of environmental metrics (e.g. travel, resource use, estate utilisation) in transformation impact assessments where appropriate
- Share learning on how operational redesign can support both **better outcomes** and **lower environmental impact**

6. Governance and Responsibilities

- Overall accountability for this Environmental Sustainability Strategy rests with the **HTSI Board / Senior Leadership Team**.
- A named senior lead (e.g. Managing Director or Clinical Chair) will act as **Executive Sponsor** for sustainability.
- All HTSI staff and associates are expected to:
 - Follow the principles set out in this strategy
 - Consider the environmental impact of their work

- Identify opportunities to improve sustainability in projects and client engagements

This strategy will be reviewed at least **annually**, or sooner if there are significant changes in legislation, national policy, or the scale of HTSI's operations.

7. Measurement and Reporting

As HTSI grows, we will develop a proportionate approach to measurement and reporting. This may include:

- Tracking business travel patterns and encouraging lower-carbon options where possible
- Reviewing the balance of virtual vs in-person meetings and events
- Periodic qualitative assessment of sustainability considerations within major programmes
- An **annual summary** of sustainability activity and next steps, which may be published on the HTSI website as part of our wider corporate governance and transparency commitments.

Where partners have specific sustainability or Net Zero frameworks, we will seek to align reporting with those frameworks wherever practicable.

8. Working with Partners

Our impact is greatest when we work collaboratively.

HTSI will:

- Engage with client organisations to understand their Net Zero and sustainability commitments
 - Respect and support local sustainability policies and governance structures
 - Identify and, where appropriate, make visible the links between operational improvement, patient outcomes and environmental benefit
 - Share learning and good practice from across organisations and systems, while maintaining confidentiality and commercial sensitivities
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9. Continuous Improvement

Environmental sustainability is a journey, not a fixed destination. HTSI will:

- Treat this strategy as a **living document**, refined over time in response to learning, evidence and stakeholder feedback

- Seek input from clinical and operational leaders, including those with expertise in sustainability, public health and estates
 - Remain responsive to emerging national policies, such as updates from NHS England, statutory guidance or regulatory expectations
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10. Summary

Healthcare Transformation Services International Ltd is committed to operating as a responsible, forward-looking organisation that supports both **better health outcomes** and a **more sustainable future**.

By integrating environmental sustainability into our operations and transformation work, we aim to:

- Reduce our own environmental footprint
- Support the transition of healthcare systems towards more sustainable models of care
- Contribute to the long-term health and wellbeing of patients, communities and staff.