



SalisburyLinenServices  
No.1 Choice for Healthcare Linen

# Sustainability Plan 2023

Delivering Healthcare solutions for  
a cleaner safer world for the NHS.



## Foreword

Salisbury Linen Services (SLS) recognises its responsibility to deliver patient centric services that are both sustainable and add value to our commitment in reducing our environmental impact. As a leading healthcare specialist, we have focused on developing a strategy to bring together environmental, economic, and social considerations to all facets of our business activities.

Our Salisbury family ethos is one of continual improvement and as a team we have a shared vision and commitment to deliver a pathway to a lower carbon world. We are already investing in technology and equipment to improve energy efficiency and minimise waste. We now want to take this to a new level by putting sustainability at the heart of our growth strategy.

Managing social impact will also be key to becoming more sustainable. Through our service offer we are committed to enhancing the health and wellbeing of NHS patients and staff. We also recognise that to achieve that, our people are our greatest asset. We provide staff with fair pay, ongoing training and a positive working environment. In the future, we aim to continue supporting our local community by providing employment opportunities and supporting good causes.

Despite what we have already achieved, we don't want to rest on our laurels. We have engaged with sustainability consultancy Wylde Connections to continue our sustainability journey. Through our Sustainability Report we give our customers, employees, shareholders and stakeholders a transparent view of our current performance and the strategies we will use to meet future goals.



Kevin Newton

Managing Director  
Salisbury Linen Services

## Our sustainability journey

The global pandemic highlighted the importance of effective hygiene and infection control. Nowhere is this more vital than in hospitals and care homes where the patients are at their most vulnerable and susceptible to viruses and diseases.

The safety and wellbeing of hospital staff and patients is paramount and although we pride ourselves on our exceptional levels of service, we recognise that we could still go further.

By completing our Sustainability Strategy and Action Plan we have looked at every aspect of our business operations and evaluated where we can make a difference. This is not just in terms of service levels but how we can reduce our negative impacts whilst increasing our positive impacts.

Like every business, SLS has environmental impacts and for us this is around water and energy consumption and managing waste streams. As part of our strategic review, we assessed the areas where we could reduce our environmental impacts, and these are outlined in this report.

People are the core of our business. We have a duty and a responsibility to our customers and their staff and patients. Yet first and foremost, we have a duty to our own employees and their health, safety, and wellbeing.

Our Sustainability Strategy focuses on these key people elements that are integral to achieving our sustainability goals.

## How we will deliver on our commitments

Our commitment to sustainability is to work collaboratively with our customers, suppliers, employees, and our local communities so that together we make a positive difference.

This means that we need to achieve the following:

- Reduce our negative environmental impacts through good governance, going beyond compliance, reducing our energy and water consumption, and designing waste streams out of our business operations through investment and innovation.
- Increase our positive environmental impacts by supporting biodiversity projects both locally and globally.
- Increase our positive social impacts by being a responsible and ethical employer. This means providing opportunities for our workforce, their families, and local communities. It involves paying higher than the Living Wage, ensuring we have no zero-hours contracts and going the extra mile to improve health and wellbeing.
- We aim to be net positive by embedding sustainability principles in our business, using the UN Sustainable Development Goals and other measures to guide us.

**“Working collaboratively with our customers, suppliers and employees to deliver a sustainable service and future.”**

**“Delivering a circular economy to re-use and retain a healthier planet.”**



**“Our commitment to you is the delivery of a sustainable service, providing quality linen in the volumes you require, with on-time deliveries – 365 days a year.”**

## **Our ethos and culture**

The ethos and culture of SLS is strong with good governance and ethical principles in relation to staff and community. This is commendable given this is an industry driven predominantly by price. We have had numerous discussions about the need for change within the NHS procurement process that would better reflect the principles of sustainability when it comes to paying Living Wage and higher, not using zero hours contracts, having a diverse workforce, and providing staff and contractors with a safe and healthy working environment.

SLS is committed to be recognised as a responsible business within our

local communities. We strive to achieve this by being mindful of potential negative environmental impacts and by having a positive social and economic impact by providing employment opportunities. By engaging in a deeper conversation about sustainability, we recognise our social responsibilities to NHS patients and staff by providing critical services designed to prevent the spread of infection. SLS understands the fundamental principles of an ethical and responsible business and we apply this in our daily operations. We will continue striving to articulate the culture and ethos of the business effectively to all our key stakeholders.

## **Our vision and mission**

Our business is fundamentally about **“Saving lives with dignity”**, and this sits at the heart of our Purpose, Vision, and Mission. It offers customers a real point of difference in a market where many of our competitors are perceived to be driven purely by price and profit.

By fully articulating our purpose and vision, we can gain a competitive advantage, demonstrate that there is a more sustainable alternative and have a positive influence on other businesses.

We understand NHS healthcare requirements better than most, whilst recognising the demands placed on hospitals to maintain a sure and safe linen supply.

We know that we have to be flexible and responsive to meet the needs of clients, and will work in partnership to deliver a high quality service – **striving to deliver service excellence.**

**“Saving lives with dignity”**

# Our roadmap to sustainability

The following have been identified as the most pressing objectives for SLS over the short, medium, and long term. As well as our Leadership team identifying what was of high, medium, and low importance to business, we have also considered how significant the negative impact on society will be if you don't take action, the degree of disruption to the business from inaction and the difficulty in meeting these objectives which helped us prioritise what we need to act on, plan for and monitor.

## 2023

- Make a Net Zero pledge
- Establish our GHG baseline
- Develop a GHG reduction strategy
- Review and audit all existing policies and processes to ensure they support our ESG initiatives. Develop and distribute any outstanding policies that are necessary for us to take appropriate action.
- Commit to preserving biodiversity.

- Continue to reduce our operational GHG emissions in line with science-based targets to keep global temperatures below 1.5C above pre-industrial levels.
- Implement an Environmental Management System (EMS) that meets globally recognised standards.
- Ensure all drivers have completed specialist driver training to help reduce emissions.
- Conduct a Life Cycle Assessment (LCA) of our services.
- Report on our social and environmental impact.

## 2024

## 2025

- Invest and implement micro plastic filtering machinery and technology.
- Switch to HVO fuel vehicles or upgrade to a fully electric fleet if viable.
- Continue to reduce our operational GHG emissions in line with science-based targets to keep global temperatures below 1.5C above pre-industrial levels.
- Develop and implement a succession plan for Salisbury Linen.

## 2030

- Continue to report on our financial and non-financial disclosures.
- Continue to reduce our GHG emissions in line with science-based targets to keep global temperatures below 1.5C above pre-industrial levels.



## People at our core

In a rapidly changing world, people and communities are coming under increasing pressure. This is down to numerous factors, including global economic conditions, the continuing knock-on effects of Brexit, a global pandemic, and global conflicts. This has resulted in negative social impacts that are complex and difficult to resolve.

We recognise that SLS is part of our local community. It is fundamental to our culture and ethos that we provide opportunities for local people which in turn will help to support the local economy. At SLS, to attract and retain quality staff we do not believe in zero-hours contracts, and we always pay above the Living Wage or higher, despite the constraints of being a public sector service provider. We offer

training for all our staff, as well as a safe and healthy working environment.

Our social impact also extends to our customers, who are predominantly NHS Trusts. By consistently providing the highest levels of service, we are contributing to the health and safety of their patients and staff through effective hygiene and Infection control.

It is our aim to continue going beyond our current high levels of service to achieve greater positive social impact. This can be done through education, training and awareness raising, as well as contributing to our local communities by supporting projects and charities aligned with our own culture and ethos.

## Our environmental impact

Our environmental impact is something we take very seriously, and we have always aimed to go beyond compliance. We are investing heavily in new machinery and equipment which reduces our energy and water consumption, and in new technologies that are designed to minimise waste streams.

We work closely and collaboratively with our suppliers and research faculties and organisations to ensure we stay ahead of current trends. This work helps us to

continually improve our services and the logistics required for their delivery.

We think differently and innovatively and our agility as an SME makes us far more responsive. Each step of the way, we question the impacts of our decision making from a social and environmental perspective.



## Our governance

SLS is a wholly owned subsidiary of Salisbury NHS Foundation Trust, and as such we are bound by frameworks and legislation that provide us with the tools for strong governance within our business. The SLS team has decades of collective experience and expertise.

Governance is integral to running a sustainable operation. It relates to how a business is run

and how that serves the best interests of its stakeholders.

At SLS we are committed to sustainable and ethical business practices. We are EN14065 accredited – the (highest) healthcare linen infection control standard in Europe.

## Value chain and UNSDGs

The United Nations Sustainable Development Goals (UNSDGs) are made up of 17 global goals designed to transform our world by 2030. They cover a whole range of issues seeking to end poverty, fight injustice, and tackle climate change.

The goals aim to provide a route to a fairer and more sustainable future and were developed with the help of key stakeholders across the 193

member states. The UNSDGs are a useful framework for businesses to adopt for helping to guide their sustainability strategies.

[www.sdgs.un.org/goals](http://www.sdgs.un.org/goals)

We have used the UNSDGs to help shape our thinking, underpin our actions and manage our impacts across key themes.

### Social



- 1 We are signed up to the Living Wage Foundation
- 2 We make donations to local food banks
- 3 We have robust policies and procedures regarding the wellbeing of patients and NHS staff
- 4 As part of our bidding process, we commit to the education and training of staff
- 5 & 10 SLS has a diverse and inclusive workforce
- 8 We provide security to employees through long-term contracts

### Environmental



- 6 SLS has good control over water usage by monitoring effluent discharge. Our operations cover all points of this goal. Water usage is integral to our operation due to the industry we work in.
- 7 Our small off-site facility uses renewable energy
- 11 Through the NHS we offer a Cycle to Work scheme and a public transport season ticket loan
- 12 We support the circular economy through sustainable sourcing and procurement practices
- 13 We have engaged with Wylde Connections, a sustainability consultancy. We also plant trees in the local community and divest carbon from the value stream
- 14 & 15 We track the lifecycle of materials and products to protect land and marine ecosystems

### Governance



- 9 We have technology in place for RFIDs to track and deliver our services
- 16 As a subsidiary of the NHS, we have effective governance, including policies around due diligence, anti-corruption and inclusive decision making
- 17 Partnering with sustainability consultancy Wylde Connections

# Our stakeholders – what’s Important

Our stakeholders are very important to us and our relationship with them is critical to our sustainable growth. As part of our Materiality Assessment, we have identified our key stakeholders.

	Stakeholders			
	Customers	Shareholders	Employees	Suppliers
Employee welfare	●	●	●	●
Water consumption	●	●	●	●
Transport and logistics	●	●	●	●
Packaging and waste	●	●	●	●
Responsible & ethical employment	●	●	●	●
Collaborative working to reduce impact	●	●	●	●
Water pollution	●	●	●	●
Supporting local economy	●	●	●	●
Return on sustainable investment	●	●	●	●
Net zero	●	●	●	●

Low importance ----- ○ ● ● ● ● ----- High importance

# Looking to the future

We can build on strong foundations as an ethical and responsible business. In the future we intend to make further progress on our sustainability journey by:

- Conducting a Supply Chain Audit and review Supply Chain Management. This will help reduce costs, support our Greenhouse Gas Reduction Plan and help foster even closer relationships with our supply chain.
- Implementing an Environmental Management System (EMS) to strengthen processes and procedures.
- Starting to report on Greenhouse Gas Emissions.
- Developing and embedding sustainability throughout the business.
- Implementing a Stakeholder Engagement Strategy to communicate the great work we are doing.





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**Work with us to secure a  
more sustainable future**

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