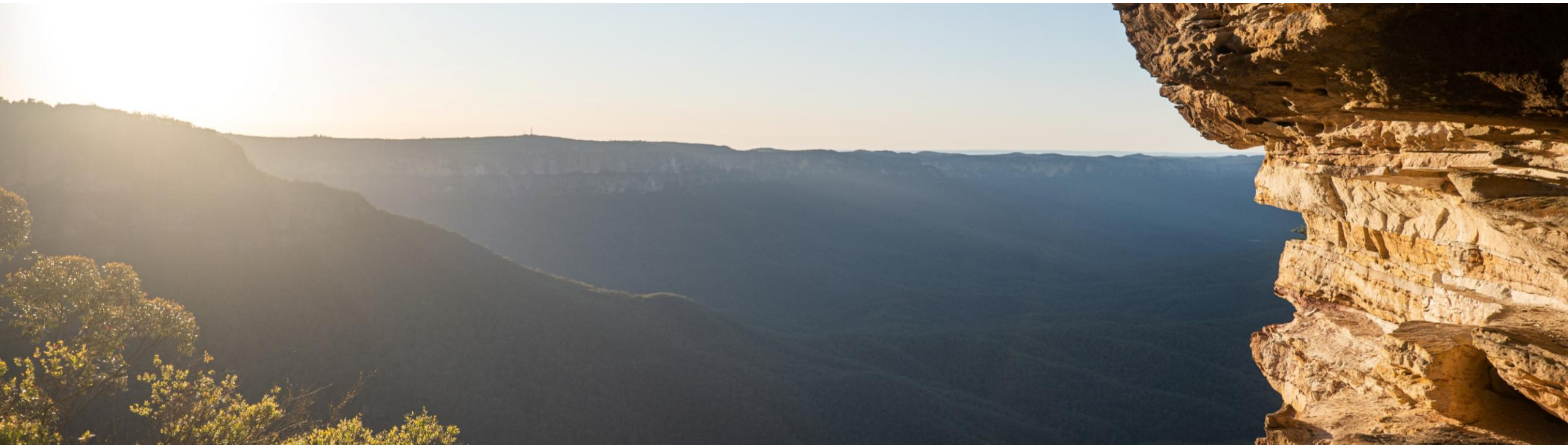


Environmentally sustainable procurement in practice: lessons from NSW Government

Jessica Vorreiter & Dr Carly Hollier

Senior Project Officer, DCCEEW and A/Associate Director, HealthShare NSW

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Choose Circular Program

Jessica Vorreiter

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Choose Circular Program – Strategic Context



NSW Government's plan to transition to a circular economy over the next 20 years.

Focus of our program:



Recycled
content



Circular
design

Choose Circular Program – Key Activities



Recycled content preferencing and reporting implementation



Choose Circular program for Government agencies



Guidance, training, knowledge sharing and collaboration

Building sustainable procurement capability in NSW Government

Jessica Vorreiter

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NSW Government Context



\$40 billion each year

5% of gross state product

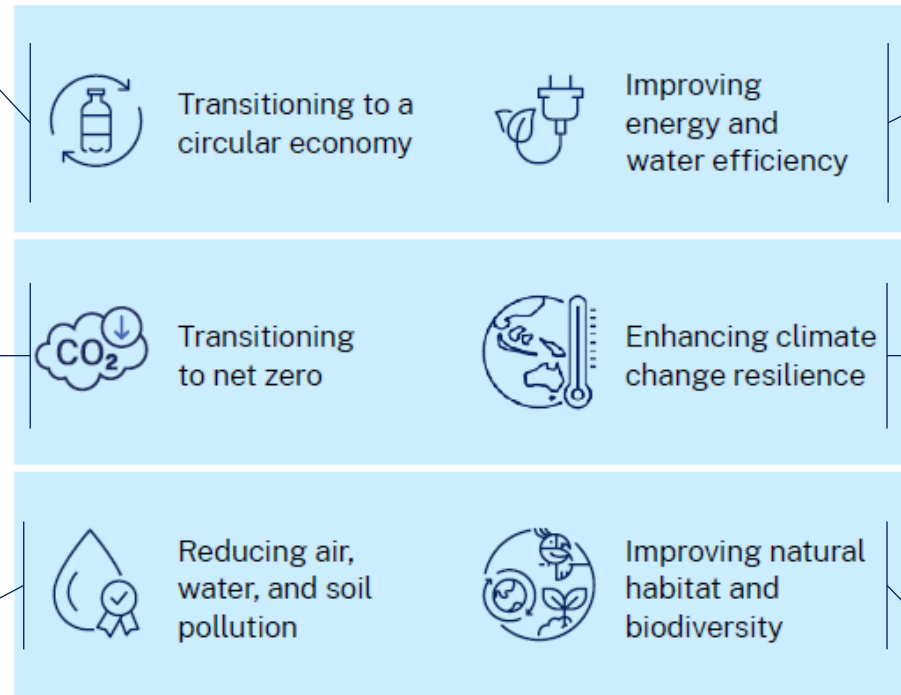


Environmental objectives

- NSW Waste and Sustainable Materials Strategy
- NSW Circular Economy Policy Statement
- NSW Net Zero Government Operations Policy

- The Climate Change (Net Zero Future) Act 2023
- NSW Net Zero Plan
- NSW Net Zero Government Operations Policy

- NSW Clean Air Strategy
- NSW Water Strategy



- NSW Water Strategy
- NSW Net Zero Government Operations Policy

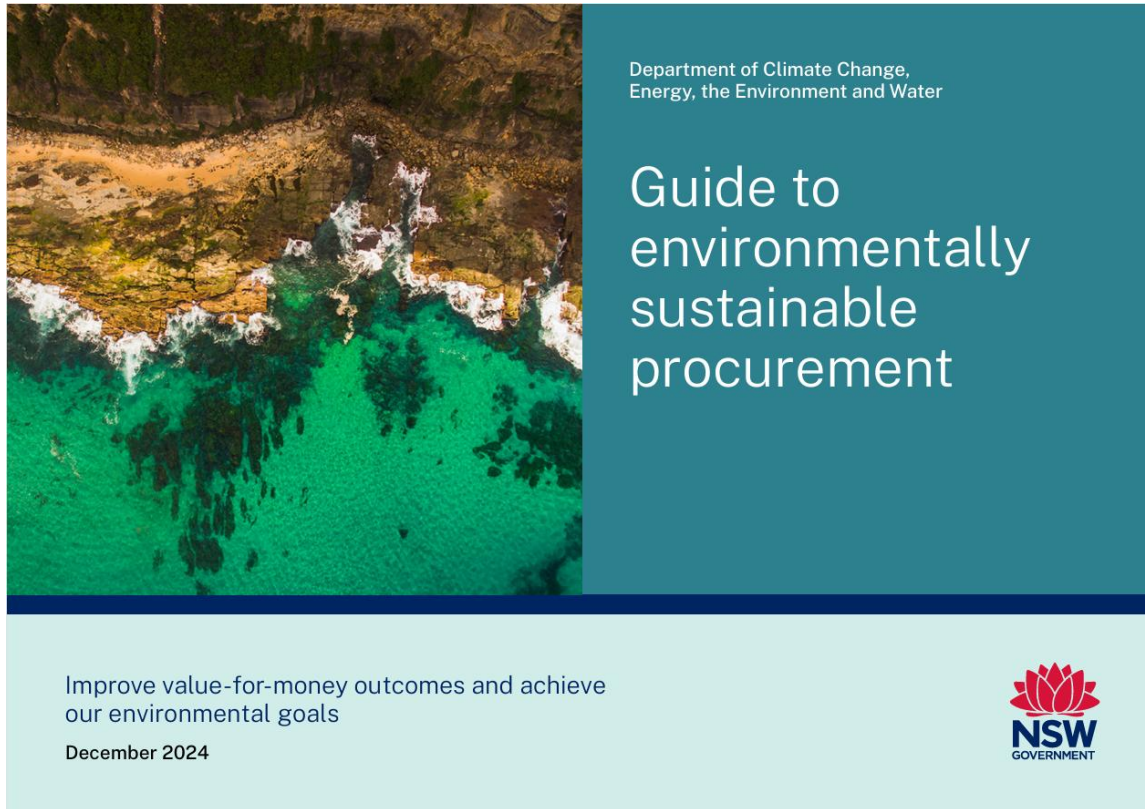
- NSW Climate Change Adaptation Strategy

- NSW Natural Capital Statement of Intent
- NSW Plan For Nature



What next?

Guide to environmentally sustainable procurement



The guide shows how to integrate environmental sustainability in the 3 procurement stages...

✓ Plan ✓ Source ✓ Manage

...for goods, services and construction.

The Guide aims to assist procurement professionals to:

1. Improve **value-for-money** outcomes
2. Improve environmental sustainability outcomes
3. **Comply** with existing NSW Government sustainable procurement policies

Guide to environmentally sustainable procurement

Stage	Step	Template to use
Plan	1. Plan: assessing business needs	Template 1 – Environmental sustainability risk and opportunity assessment
	2. Plan: analysing and engaging the market	Template 2 – Early market engagement (environmental sustainability)
	3. Plan: finalising your procurement strategy	Template 3 – Whole-of-life cost calculator
		Template 4 – Setting environmental sustainability KPIs
Source	4. Source: approaching the market	Template 5 – Environmental sustainability evaluation
	5. Source: selecting suppliers	Template 6 – Environmental sustainability model clauses
	6. Source: negotiating and awarding the contract	
Manage	7. Manage: managing the contract	

A collection of light-colored wooden blocks, each with a black question mark, scattered across a white background. The blocks are of various sizes and are arranged in a way that suggests a puzzle or a search for answers.

How do we get procurement professionals to use the Guide?

What had to change?



Success measures

- ✓ Increased proficiency in environmental sustainability in procurement professionals
- ✓ Procurement professionals use the Guide

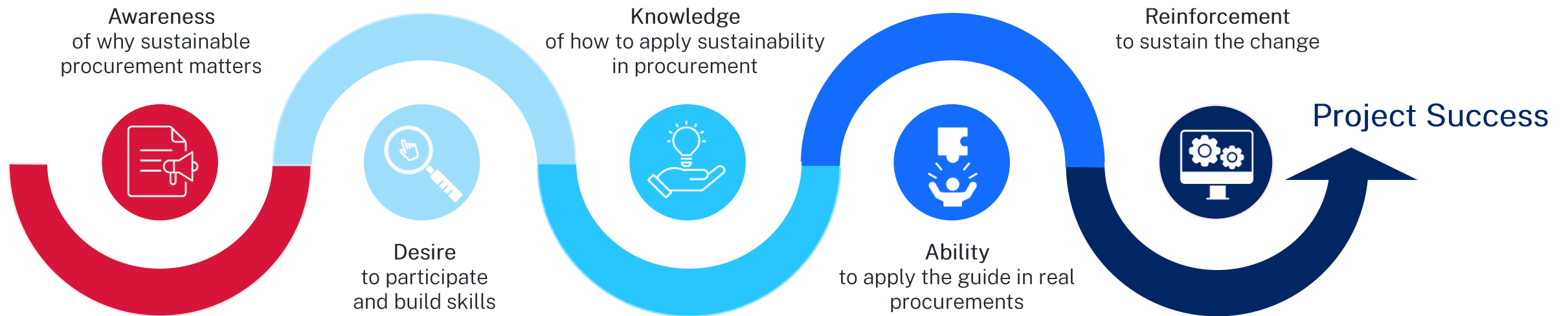
Who

- ✓ Procurement professionals
- ✓ Sustainability professionals
- ✓ Procurement practitioners

What

- ✓ Process
- ✓ Tools
- ✓ Mindset

How to get people to change?

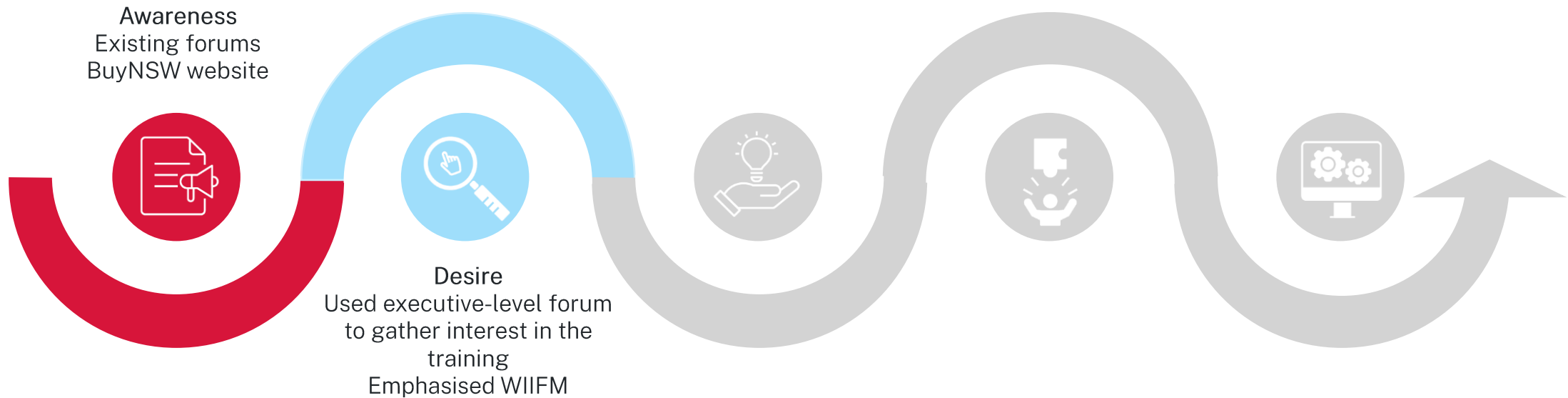


The Prosci
ADKAR[®] Model

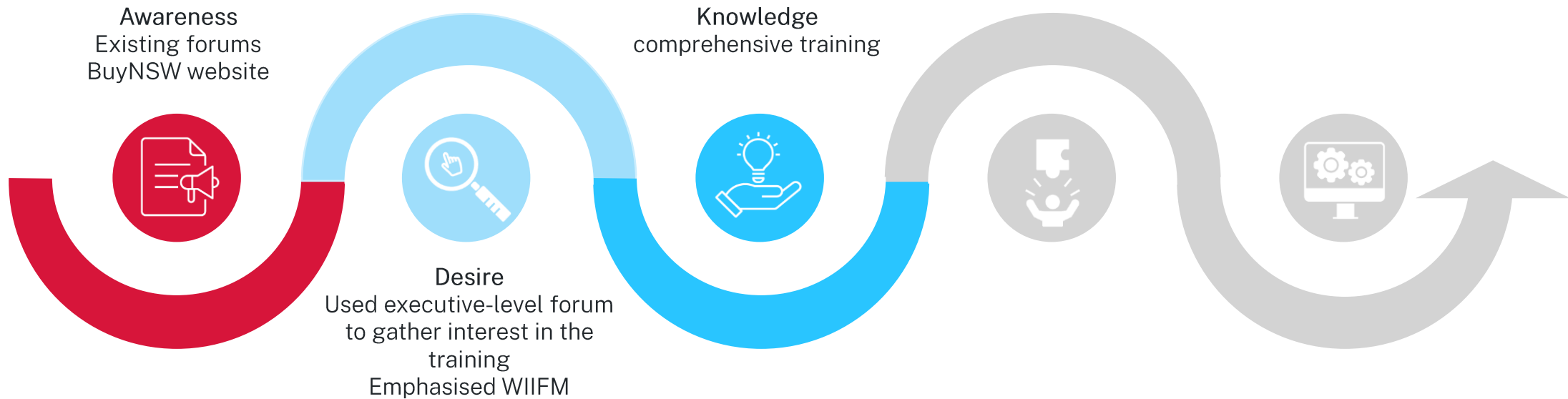
What does this look like in practice?



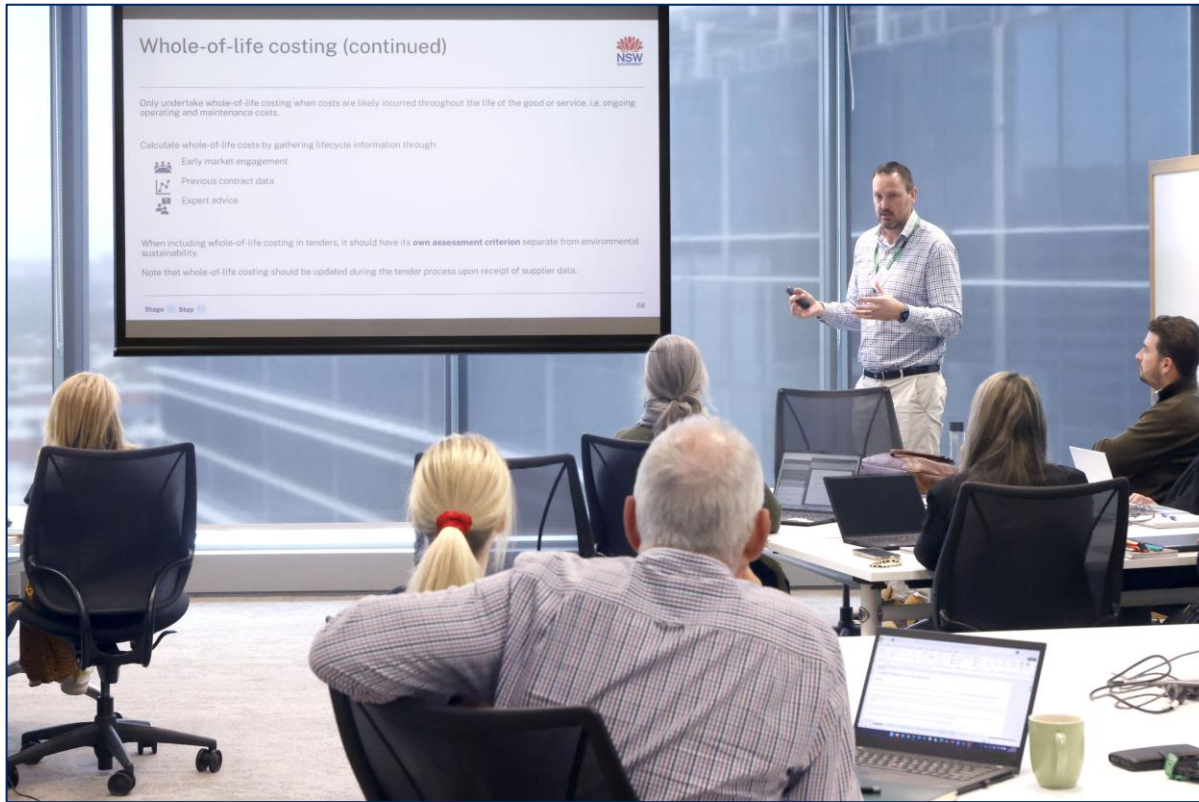
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What does this look like in practice?

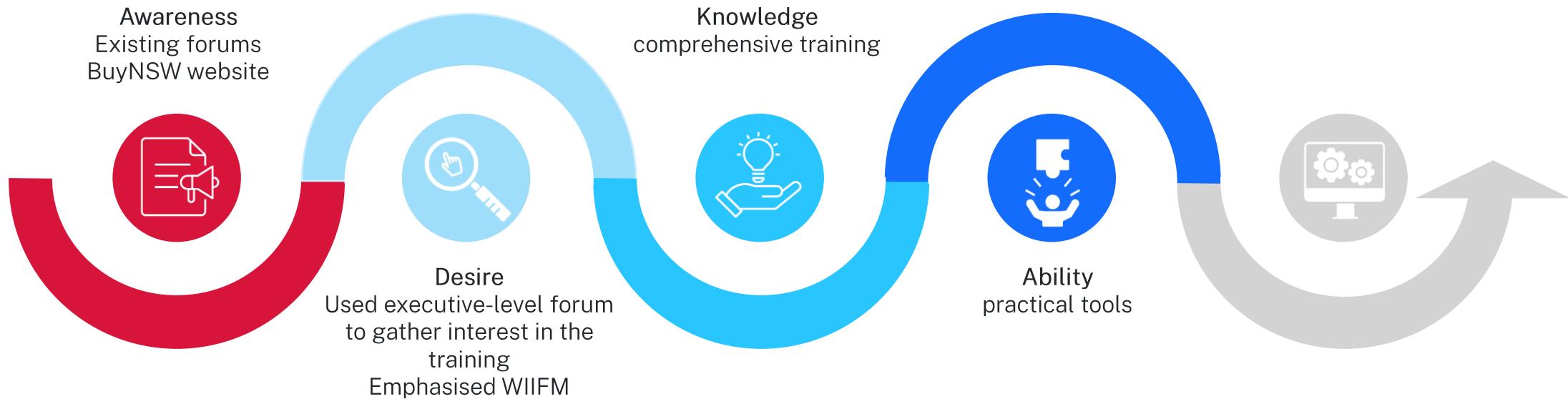


Key intervention – training program



- Duration: 1.5 days
- Cost: Free for agency (paid by DCCEEW)
- Cohort size: 25–30 participants
- Facilitated by: Experienced procurement specialists
- Streams: Goods and services, construction

What does this look like in practice?



What does this look like in practice?



Impact

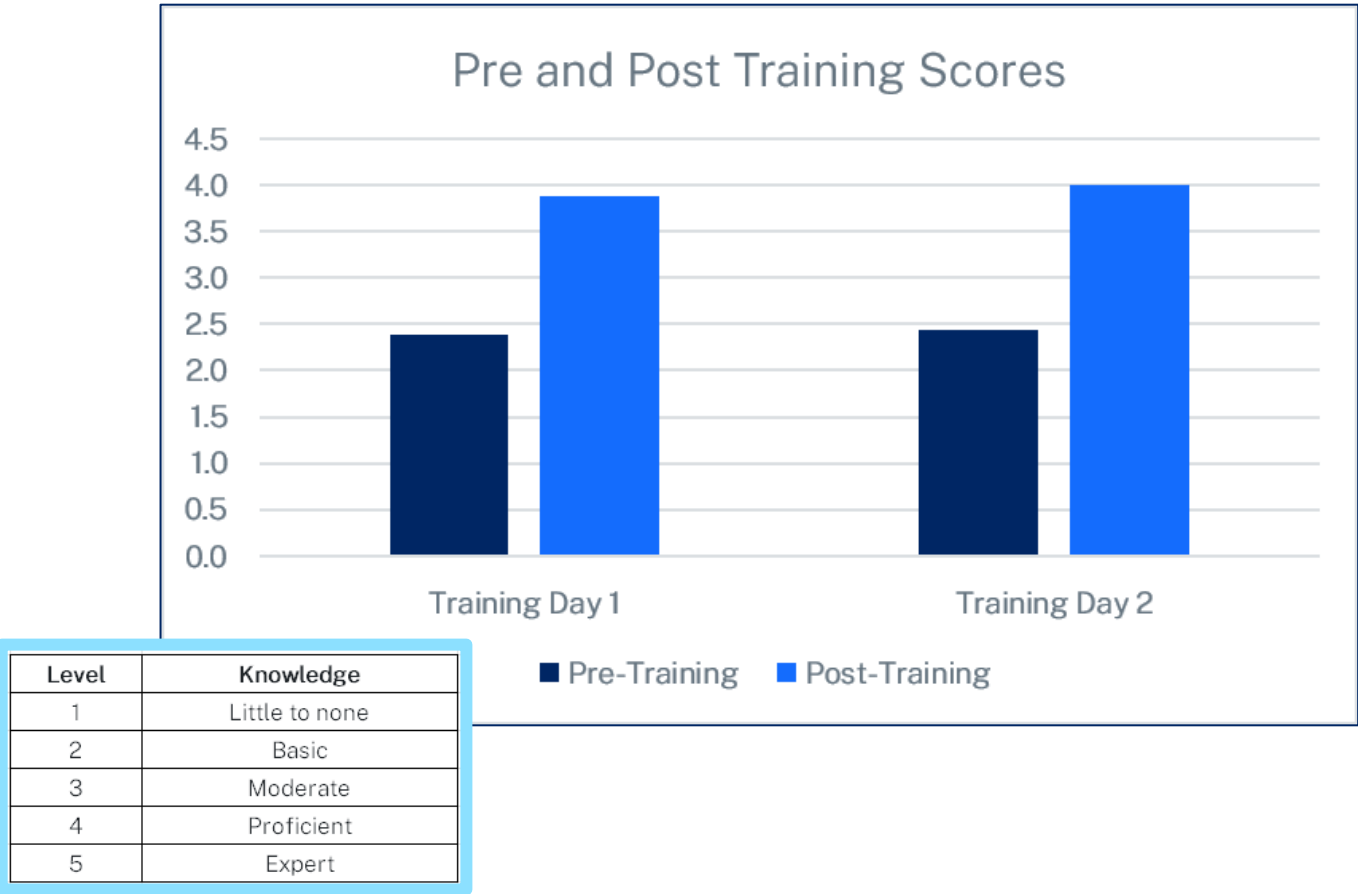
Reach: 380 participants

Agency-specific cohorts and 6 x whole-of-government cohorts including:

- TAFE
- Transport for NSW
- Department of Customer Service
- Ministry of Health (including Local Health Districts)
- Department of Creative Industries, Tourism, Hospitality and Sport
- HealthShare
- Department of Primary Industries and Regional Development
- Department of Planning, Housing and Infrastructure
- Department of Communities and Justice



Outcomes - Increased proficiency



Outcomes – endorsement and behaviour change

The Reaction:

“How likely are you to recommend the training?”

The average recommendation score was:

8.7 / 10



The Behaviour Change:

“Have you applied this training?”

and **72%** have applied the training in their work at least once.

Key takeaways



- Policy is necessary –but it isn't enough
- Start with leaders
- Measure behaviour, not just participation

Working with NSW Procurement to integrate environmental sustainability into the Advanced Diploma and Diploma of Procurement and Contracting

HealthShare NSW Choose Circular Program

Dr Carly Hollier

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HealthShare NSW

NSW Health's Shared Services Organisation

Services to patients

-  Food Services
-  Patient Transport
-  EnableNSW-Community assistive technology
-  Cleaning
-  Ambulance Make Ready Service

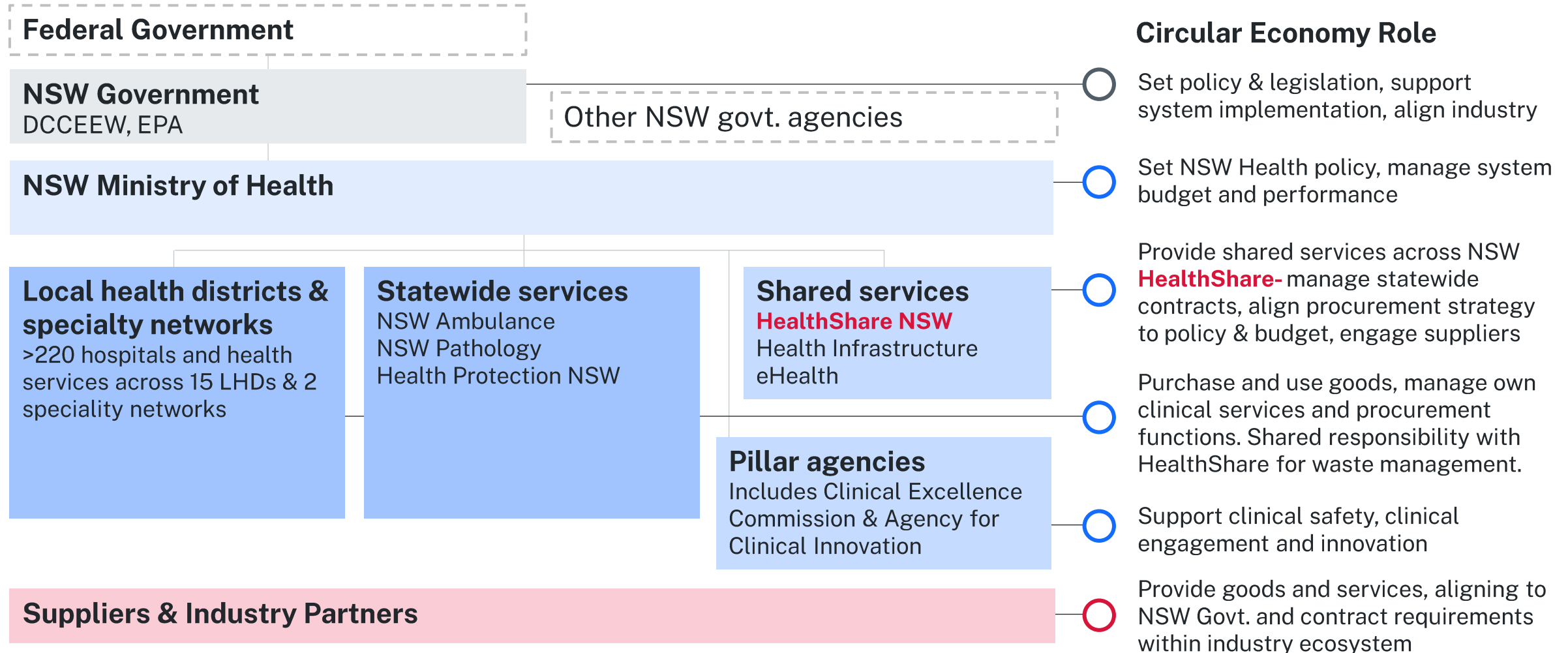


Services to hospitals

-  Procurement & Supply Chain
-  Warehousing & Distribution
-  Linen Services
-  Financial Services & Payroll
-  Customer Service

HealthShare has a significant influence for NSW Health in terms of procurement and waste

Circular Economy Stakeholder Map-NSW Health



HealthShare NSW Choose Circular Program Overview



HealthShare NSW received Choose Circular funding over two rounds:

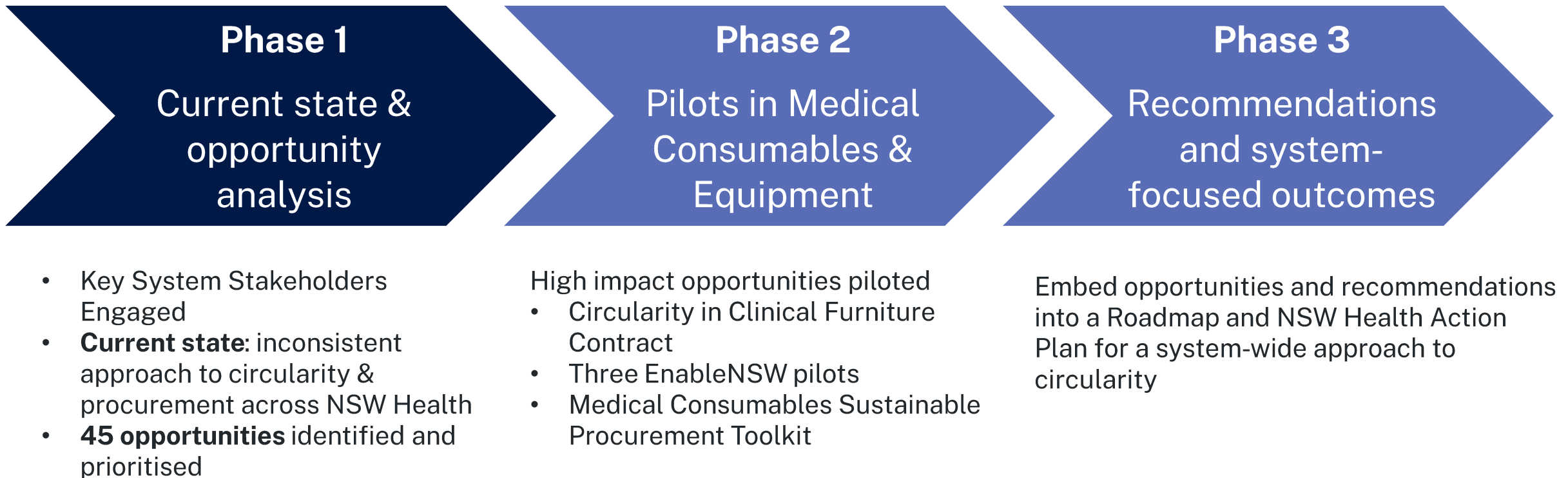
- Round 1 (2025/26): Use a system lens to explore and pilot opportunities to increase circularity for medical consumables and medical equipment
- Round 2 (2026/27): Integrate sustainability strategy, processes and Net Zero Government Operations Policy (NZGO) requirements across Statewide Procurement Services, with textiles circularity implementation as proof-of-concept

The Choose Circular program aligns to NZGO² mandatory requirements :

- Recycled content and materials reporting
- Preferencing purchase of recycled content “if not, why not”
- Alignment to NSW Government Environmentally Sustainable Procurement Guidance
- Support plans for addressing scope 3 (supply chain) emissions

Choose Circular Round 1 Phases

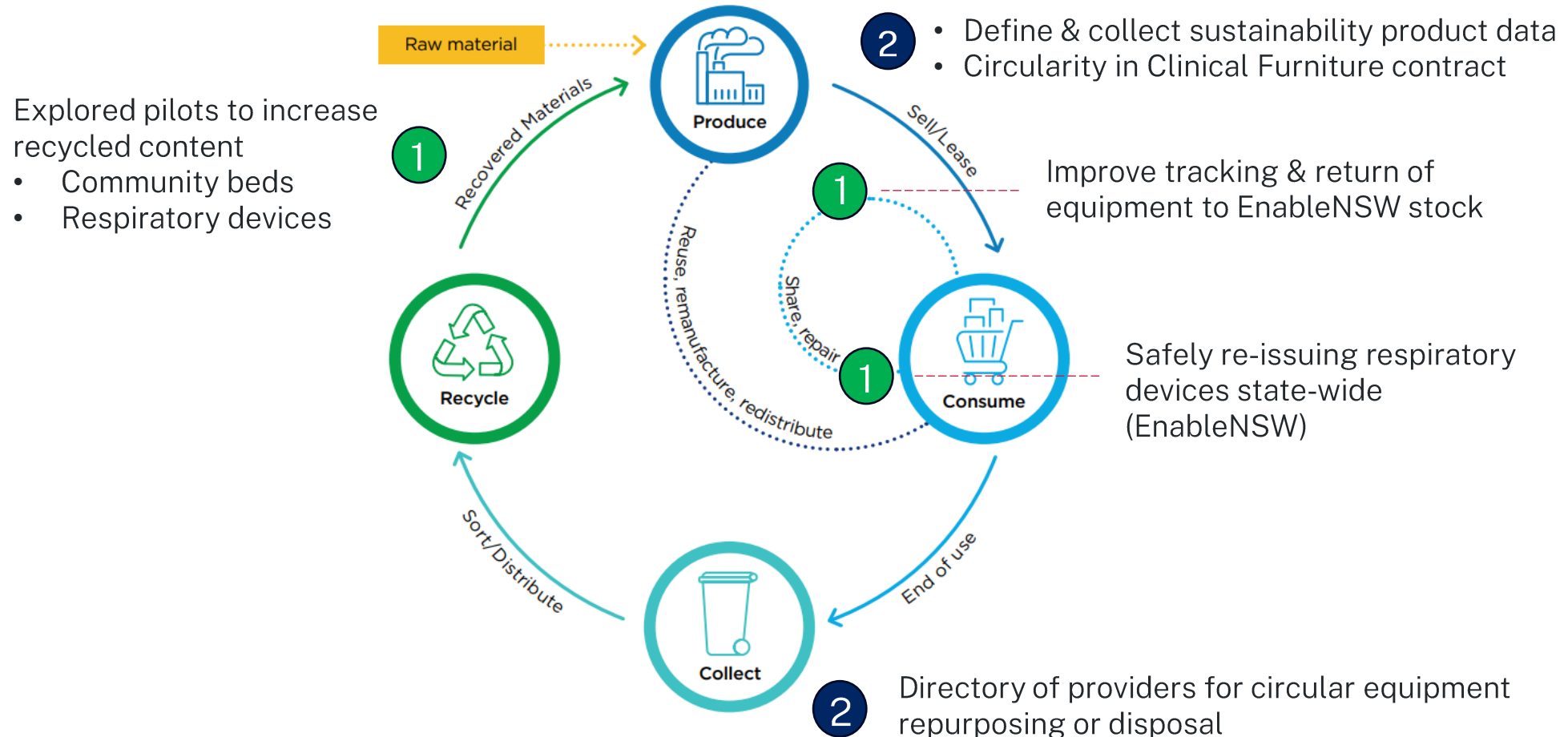
Aim: Use a system lens to explore and pilot opportunities to increase circularity for medical equipment and medical consumables



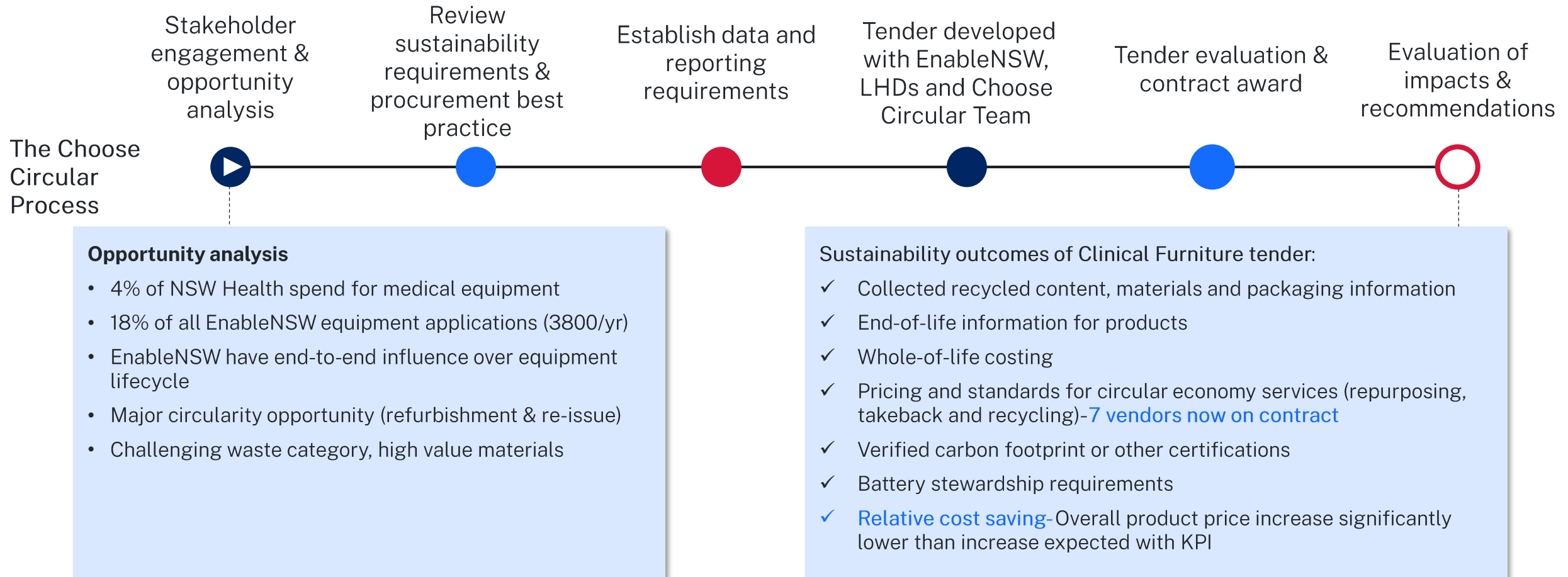
Medical Equipment Circular Economy Pilots

Pilots were identified to embed circularity for medical equipment through collaboration with two influential services:

1. EnableNSW - Providing assistive technology to people in the community, established equipment re-issue program
2. Strategic Procurement Services - NSW Health statewide procurement for medical equipment



Medical Equipment Procurement Pilot: End-to-end approach for Clinical Furniture



EnableNSW Medical Equipment Pilots



1. Enhanced returns pathway

- **Challenge**
Not easy to return unused equipment meaning valuable equipment not fully utilised throughout its lifespan.
- **Solution**
Enhanced returns pathway, QR codes and website information to proactively recover unused equipment and increase re-issue rates
- ✓ **Outcomes**
Uplift in online returns, allowing 80% of items to be re-issued. Saving costs, emissions and waste by avoiding new purchases.

2. Respiratory device pilot

- **Challenge**
Valuable respiratory (CPAP and bilevel) devices managed by 3rd party suppliers not routinely re-issued when returned, variable device quality
- **Solution**
Standards & processes for safe re-issue of returned devices developed. Piloted successfully in a trial of 42 patients, then implemented statewide
- ✓ **Outcomes**
Positive feedback from patients for reissued devices, providing a safe and scalable model for other suppliers

3. Beds refurbishment pilot

- **Challenge**
EnableNSW not able to fully refurbish returned community beds, leading to some avoidable material wastage
- **Solution**
Collaborated with a local supplier to refurbish waste beds to test feasibility and assess cost impacts
- ✓ **Outcomes**
Beds successfully refurbished and sold back with the same warranty as a new bed. Waste materials returned to local supply chain

- ## Supplier Relationship Management

Focus area and prompts	Rationale
Organisational sustainability goals and targets	
a) What environmental sustainability goals or certifications does your organisation adhere to? b) Has your organisation obtained any new certifications since onboarding with NSW Health? e.g. Eco Vadis score, Evergreen assessment, ISO4001:2015 Environmental Management System Certification c) Do you monitor and report on your environmental performance? Can you share your recent data or reports? Have you taken any additional steps to measure Scope 1, 2 and 3 greenhouse gas emissions?	- Identify suppliers who align with NSW Health's environmental sustainability priorities - Transparency and accountability of corporate sustainability practices (how the supplier is addressing/plans to address environmental sustainability impacts associated with their business)
Sourcing	
a) How are your products sourced/procured, packaging, service plan b) Has there been any changes to it c) What steps have you taken to re operations?	sourcing practices key in product sourcing and reduce carbon emissions
Circular Economy	
a) How have you incorporated circular initiatives vs 'linear' (one that deal with waste after use) b) How have you incorporated circular variety of the product? c) Do you currently have a system. Note - Consider 10Rs of Circular	in product design and use participation in product reuse and recycling schemes resource recovery across the life and Sustainable Materials 2041
Packaging	
a) What initiatives have you implemented, removal of unnecessary	ution targets as per WUSM

Choose Circular Round 1 Pilots: Key Insights



Embedding circular economy & environmental sustainability into the procurement process **can add significant value**, and may not be cost prohibitive



Every opportunity is different- Consider environmental sustainability early in procurement process (planning phase) to identify and prioritise end-to-end opportunities



An **integrated environmental strategy across Procurement** is required to give direction to procurement teams and help balance sustainability mandatory requirements with other priorities



Team resource impacts are significant and **skill and capability uplift** required



A **coordinated system-wide approach** will be required to **meet our environmental sustainability mandates** and transition towards a **circular economy** (e.g. infrastructure, policy, sponsorship/leadership)

Choose Circular Program-2026/27 Activities

