

HSE Procurement – Case Study

HSE Green Procurement Strategic Framework



Background

Sustainable Procurement is identified as a priority area under the HSE Climate Action Strategy 2023-2050. Procurement plays an essential role in influencing the HSE's scope 1, 2, and 3 emissions and is key to delivering the other frameworks adopted under the Climate Action Strategy, including greener models of healthcare, mobility and transport, green space, and water conservation. Collecting relevant data from supply chain partners and building adaptation capacity into contracts are also vital to ensure operational resilience in a changing climate.

Action:

The HSE Green Procurement Strategic Framework was launched in September 2025. The purpose of this framework is to set clear minimum requirements to address the main environmental and social impacts of HSE contracts with suppliers and service providers. It also provides a framework for identifying staff training and resource requirements, setting targets, monitoring, and reporting on progress.

The framework will strengthen the HSE's dedication to enabling sustainable and greener public procurement in the HSE Corporate Procurement Plan 2025-2027, by embedding environmental criteria and promoting responsible purchasing practices across all procurement activities. It covers activities carried out by Strategic Sourcing and Contracting, Logistics and Inventory Management and Procurement Business Support. It builds upon the success which these teams have already achieved in integrating sustainability across many HSE contracts.

Results:

Strategic Integration and Progress

- Establishment of the HSE Green Procurement Strategic Framework focuses efforts to decarbonise procurement activities across multiple high-impact categories such as food services, cleaning and equipment.

Supplier Engagement

- The Framework recognises that sustainable procurement cannot be achieved in isolation and has actively engaged its suppliers to encourage the adoption of green practices.
- Suppliers are increasingly being evaluated, not just on price and quality, but also on their environmental performance, fostering a shift towards sustainability in the supply chain.
- Continued Supplier engagement will inform the development of criteria for health sector-specific categories of goods and services.
- If any doubt exists about the ability of the market to meet the identified sustainability criteria, or there are concerns about impacts on cost, competition, or other aspects of performance/delivery, potential suppliers or service providers will be consulted in advance of the tender, for example by publishing a Request for Information which explicitly refers to the planned sustainability criteria.

Collaboration with Trade Organisations and Government Bodies

- The HSE works closely with the Office of Government Procurement (OGP), which leads national efforts on Green Procurement.
- Active engagement continues with multilateral groups on green procurement, which brings together health providers from across multiple countries to harmonise sustainability requirements for suppliers.
- The HSE will continue to support ongoing internal and external engagement on sustainable procurement, including through forums such as HealthTech Ireland and Meet the Buyer events.
- The multi-stakeholder collaboration fosters innovation and consistency across sectors, ensuring that sustainability is embedded across the framework.



Lessons Learnt:

- Supplier and Stakeholder Engagement is critical: Success in green public procurement requires ongoing dialogue and partnership with suppliers, trade bodies and policy makers to build capacity and share knowledge
- Leadership and Training: Leadership commitment is key and green public procurement training will be fundamental to progress the green agenda.
- Cultural change: Embedding green public procurement across the organisation requires a cultural change at all levels of the organisation.
- Cross Sector Collaboration: Collaboration across public sector bodies and industries creates economies of scale and drives demand for greener products and services, making it easier for suppliers to invest in sustainable solutions.

Access the HSE Green Procurement Strategic Framework [here](#)