

Our Green Plan to 2028

Protecting our patients, people and planet



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Our vision for a greener future



Julie Lowe

Deputy Chief Executive
Net Zero Board Lead

We have a unique opportunity at King's College Hospital NHS Foundation Trust to deliver meaningful change that benefits our patients, people and planet.

Our Trust has a proud history of leading change. Alongside our partner Guy's and St Thomas' Hospital NHS Foundation Trust, we were the first NHS providers to launch a joint Clean Air Plan, recognising that air quality does not respect boundaries. We were also the first Trust in England to install a rapid electric vehicle charger outside an Emergency Department for ambulances visiting King's College Hospital, Denmark Hill.

In 2021, we launched our five-year Green Plan which outlined our commitment to sustainable healthcare. Much has changed since then. The world has come out the other side of a global pandemic, while technologies such as artificial intelligence (AI) are transforming all aspects of our lives – including how we care for our patients and the planet.

In that time, we have also seen the ever-growing impacts of climate change, from heatwaves and flooding to wildfires and drought. We have witnessed an increase in admissions through our own hospital doors during hotter temperatures.

As one of the largest NHS Trusts and an anchor institution, we have a major role to play to reduce our impact on the environment, and thereby improve population health.

Our Green Plan includes an unwavering commitment to incorporate sustainability into everything we do. This means creating Net Zero clinical pathways, enhancing access to our green spaces, electrifying our fleet, improving the air we all breathe, minimising waste and helping our patients, staff and visitors to travel actively and sustainably.

We will harness new technologies to modernise our infrastructure and adapt to climate change, as part of our aim to be at the forefront of healthcare innovation. This includes ramping up energy efficiency, generating renewable power and adopting robotics and automation to deliver more efficient, greener services.

We will shift away from a single-use culture to one that embraces the reuse of our precious materials. Not only will this help us to protect finite resources, but it will also help our budget stretch further in challenging times.

We have a responsibility to deliver sustainable healthcare at our Trust, to make sure that we are looking after patients today, without compromising the long-term futures of our patients, staff or local communities.

Research has shown that a cleaner, greener environment can be crucial for patient healing and recovery. This is not a new concept. Florence Nightingale pioneered the use of nature to support healing in the 19th Century, developing her ideas as part of the first professional school of nursing.

By taking these bold actions, we will benefit our local environment as well as the brilliantly diverse colleagues and communities we serve.

The case for change

Faced with an interconnected crisis of climate change and biodiversity collapse, it is clear that 'business as usual' is not an option for healthcare organisations.

These issues are contributing to a global health crisis, disrupting services which provide clean air, water and food, while causing vector-borne diseases and respiratory and cardiovascular problems.

Climate change has been described by the World Health Organisation as the greatest threat to global health in the 21st century. Heat-related deaths are expected to double to 10,000 a year in the UK by the 2050s. Poor air quality, meanwhile, hospitalises four Londoners every day.

We also have legal obligations to leave our environment in a better state than we found it. The NHS, which contributes 4-5% of the UK's carbon emissions, pledged to become the world's first Net Zero service by 2040 (for emissions it controls) in the Health and Care Act 2022.

As a Trust, we are aware of our own impact, which has forced us to think differently by looking at sustainability as a way of caring for our patients of today and tomorrow.

Our commitment to a greener future aligns with the Government's 'three big shifts' outlined in the 10 Year Health Plan for England: hospital to community, analogue to digital, sickness to prevention.

This will be made a reality through a coordinated approach, including:

- Delivering home appointments and remote care which reduce emissions from travel
- Implementing digital tools that help staff make the best clinical decisions and reduce emissions
- Helping our staff and patients to walk, wheel and cycle and choose increasingly plant-based diets
- Improving the air that we breathe to prevent and manage illnesses
- Championing the health benefits of access to nature by transforming our green spaces

The Trust plays an important role locally as an anchor organisation. We will lead by example and improve the health and wellbeing of the communities we serve, as outlined in our Trust Strategy. This will involve tackling healthcare inequalities by improving local air quality, which disproportionately affects the most vulnerable and deprived communities.

We will work with our regional and national partners who share our mission – including local authorities, healthcare providers and academic institutions. We will bring stakeholders together to create a greener, cleaner and healthier London.

We will make bold decisions that make a meaningful difference. This will help us build an NHS fit for the future – focused on world-leading, preventative and low-carbon healthcare. A greener future means better local health, prosperity and a healthier environment. That is the vision of our Green Plan - healing our patients and our planet.

Our organisation

We are one of London's largest and busiest teaching hospitals.

We provide a strong profile of local hospital services for people living in the boroughs of Lambeth, Southwark, Lewisham and Bromley, from our sites at King's College Hospital (Denmark Hill), Princess Royal University Hospital (Farnborough Common) and Orpington Hospital.

We also provide services at Beckenham Beacon and Queen Mary's Hospital, Sidcup. These include accident and emergency services, maternity, care of the elderly, orthopaedics, diabetes, ophthalmology, oncology, dermatology and many more. The Trust also provides a number of community-based services including dentistry.

Our specialist services are also available to patients from a wider area. We provide nationally and internationally recognised treatment and care in liver disease and transplantation, neurosciences, haemato-oncology, and fetal medicine.

Our vision is to be bold, and our Trust values – Kind, Respectful Team – help ensure we bring a positive attitude to the way we interact with patients, relatives, and the many people who use our services.

For people across south-east London and Kent, King's College Hospital is the designated major trauma centre, as well as a heart attack centre and the regional hyper-acute stroke centre. The helipad at King's College Hospital, which opened in November 2016, has reinforced the hospital's position as a major trauma centre for the south of England.

The Trust has a reputation as a pioneer in medical research, with a record of innovation in a number of key fields. It is home to leading clinical units and research centres, such as the Clinical Age Research Unit, the HIV Research Centre, the Cicely Saunders Institute and the Harris Birthright Centre.

King's is recognised globally as a world-leading innovation centre. From conducting the UK's first bone marrow transplant, to helping to establish the world's first voluntary blood donor service, King's has been at the forefront of new healthcare for over a century.

Over 50 years ago, King's established one of the first liver units in the country, and runs the largest liver transplantation programme in Europe, completing over 6,000 successful liver transplants.

We are a founding member of King's Health Partners (KHP) - one of eight accredited Academic Health Science Centres in the UK committed to delivering better health for all through high impact innovation. King's is also a member of the Shelford Group - a group of the top 10 teaching and research-active NHS Trusts in England.

Our impact on the environment

The Trust's carbon footprint is reviewed and calculated annually.

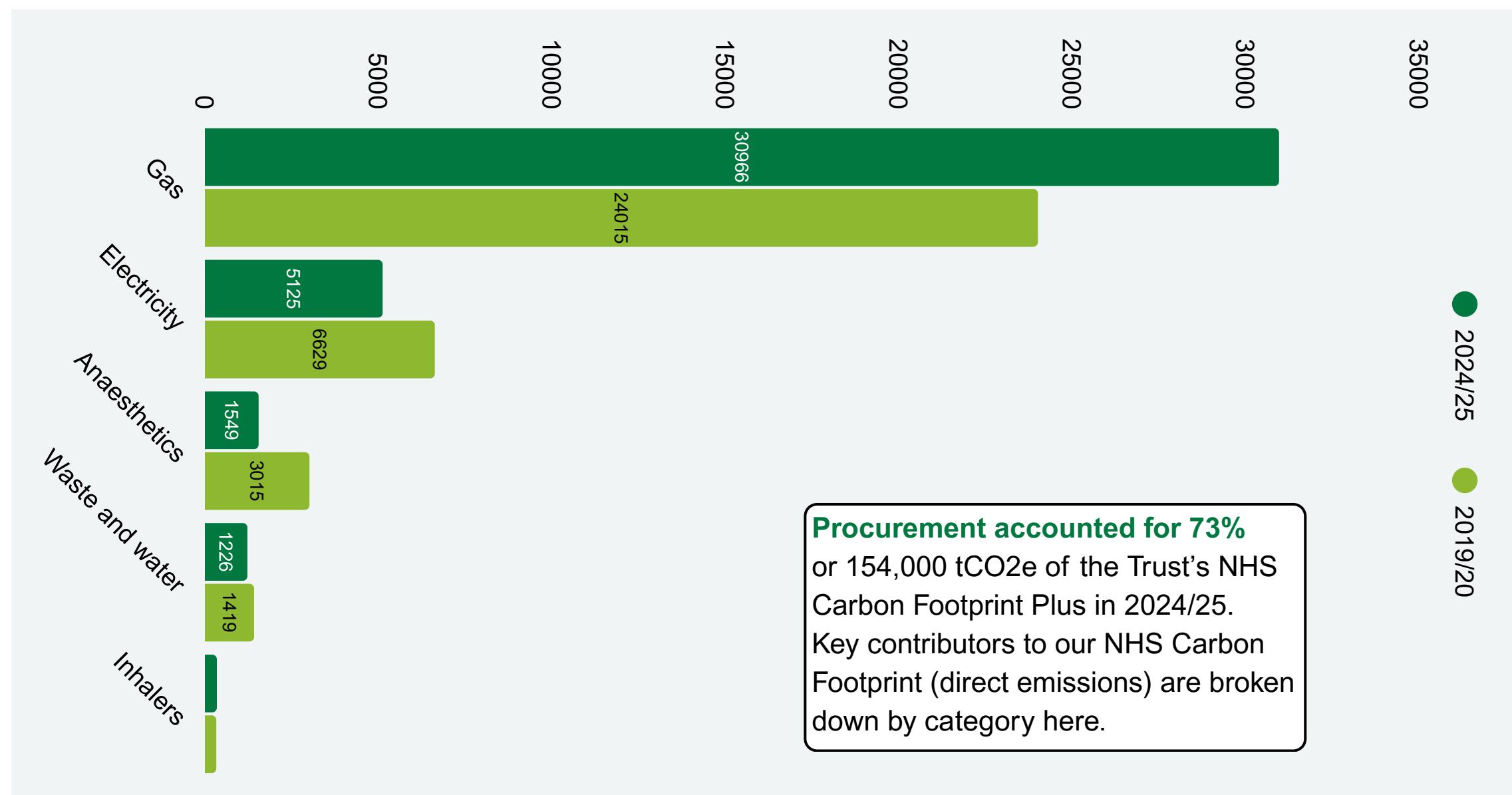
In 2024/25, our NHS Carbon Footprint (emissions we directly control) was 39,696 tonnes CO₂e (carbon dioxide equivalent) and our NHS Carbon Footprint Plus (which we can only influence) was 209,911 tonnes CO₂e. We have been able to reduce our NHS Carbon Footprint by 2% over the year, while our NHS Carbon Footprint Plus has increased by 5%.

Heating our buildings is one of the main contributors to our overall carbon footprint. With £216,000 funding from the Greater London Authority (GLA) Zero Carbon Accelerator we are exploring the best solutions for King's College Hospital (Denmark Hill) including connecting to the local district heat network. This would increase our resilience and efficiency, and help us achieve a significant reduction in carbon emissions.

We also generate large volumes of waste, with almost 5,000 tonnes disposed in 2024/25 alone. We will continue to focus on improving clinical waste segregation and increasing domestic waste recycling from our current rate of 40%.

We are continuing our work on reducing our contribution to air pollution and have gone beyond national requirements by including 'Air Quality' as a focus area in the Green Plan.

Key contributors to NHS Carbon Footprint (direct emissions) by category in 2024/25 and 2019/20 (tCO₂e)



In the graph above, we have compared our NHS Carbon Footprint to our baseline year of 2019/20. Please note these calculations are based on the best available data at the time of reporting and may be refined in future as data quality and methodologies improve.

Our progress so far



Net Zero Clinical Transformation

Choose Wisely, Test Smartly campaign aims to reduce unnecessary testing



Digital Transformation

24% of outpatient appointments now at home



Medicines

Stopped using environmentally harmful gas desflurane in 2023



Travel and Transport

Electric vehicles now make up over 73% of our salary sacrifice scheme



Workforce and Leadership

Introduced a Green Champions Network for staff



Air Quality

Launched a Clean Air Plan with Guy's and St Thomas' in 2023



Estates and Facilities

Solar panels installed at 3 of our acute sites



Adaptation

Launched a Climate Change Adaptation Plan in 2023



Food and Nutrition

Reduced food waste by 28% since 2023



Supply Chain and Procurement

Rolled out Gloves Off campaign to reduce unnecessary glove usage

Engagement while developing the plan

We have undertaken extensive engagement in 2025 so that our plan reflects what matters to the people who use our services, colleagues, leaders, governors and partners.

Engagement has consisted of patient and staff surveys, in-person stalls, drop-in and online sessions, group and individual discussions and all-staff briefings. We designed the engagement to ensure we heard a wide range of voices, including targeted engagement with under-represented groups.

We engaged with:

- 400 patients, members of the local community and our governors
- 250 colleagues

We heard:

- People told us it was very important for the Trust to take action to protect the environment.
- They also wanted these efforts to support the health and wellbeing of staff and patients.
- Patients and the public told us their biggest priority was for us to cut down on waste, improve reuse and recycling and use fewer single-use items.
- They also want us to reduce energy use (e.g. cut down on unnecessary heating, lighting and equipment usage), provide more sustainable catering and create more green spaces.
- Our staff told us that clear and easy-to-follow objectives would encourage them to get more involved in sustainability efforts at work.
- They also want to see direct impact or results of actions, and support from leadership and management.
- Staff also want more frequent training and education to help them make more sustainable choices at the Trust.



Our areas of focus



Workforce and Leadership



Our mission to reach Net Zero relies on our incredible colleagues.

From doctors, nurses and Allied Healthcare Professionals, through to porters, housekeepers and foodservice assistants - every single member of staff has a role to play.

There is already strong support for a greener future. Nationally, 9 in 10 staff back the NHS Net Zero ambition, while 6 in 10 say they are more likely to stay in an organisation taking decisive climate action.

We will educate and empower our staff to make sustainable choices in their everyday lives at work and home. We will also encourage ideas and feedback from our workforce to improve our green actions.

We recognise that we will need our most senior leadership to lead by example. By regularly monitoring our governance structures we will ensure our senior staff and executives are held accountable for delivering our Green Plan.

Progress so far

- ✓ Launched a Green Champions Network
- ✓ Supported the growth of staff-led sustainability groups (i.e. Clean Air Action Group)
- ✓ Integrated sustainability into online corporate inductions and e-learning
- ✓ More than 200 colleagues joined our online platform to share ideas and best practice
- ✓ 3 staff members enrolled onto a levy-funded sustainability apprenticeship



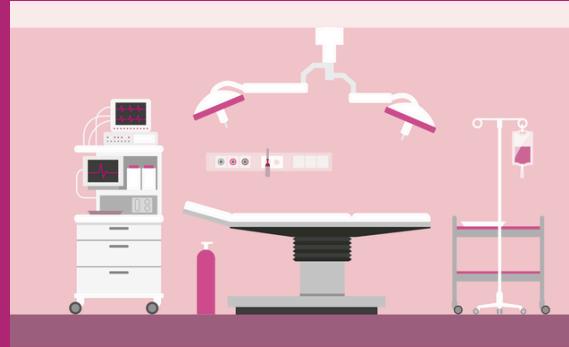
Workforce and Leadership

Our objectives are:

- ▶ Ensure staff and patients have an understanding of Net Zero
 - Run three Trust-wide behaviour change campaigns a year
 - Hold 10 online and in-person educational events (i.e. webinars / Lunch and Learns) a year
- ▶ Empower staff to take action to reduce environmental impact
 - Ensure a minimum of one Green Champion representative within every directorate by 2026
 - Achieve a year-on-year increase in staff involved in networks (e.g. Clean Air Action Group / Green Travel Network)
 - Achieve a year-on-year increase in staff undertaking sustainability training including senior leaders
 - Achieve a year-on-year increase in the number of staff undertaking a sustainability apprenticeship
- ▶ Embed sustainability into staff performance objectives
 - Integrate sustainability messaging into annual staff appraisal guidance by 2027
- ▶ Integrate sustainability into Quality Improvement projects
 - Incorporate sustainability into Quality Improvement (QI) training by 2027
 - Track and measure sustainable QI (SusQI) projects through an online platform by 2027
 - Set up an awards scheme for SusQI projects by 2027
- ▶ Incorporate staff and patient feedback into sustainability activities
 - Undertake an annual sustainability survey for staff and patients



Net Zero Clinical Transformation



The best treatment for patients and the planet is high-quality, preventative and low-carbon at every stage.

In line with the Government's 10 Year Health Plan as well as the Trust's Strategy to 2026, we are moving towards community-based, digitally-enabled care that focuses on preventing ill health and reducing health inequalities.

We will champion sustainability across clinical pathways, focusing on areas where we can make the biggest difference, such as acute medicine, emergency care, diagnostics, and long-term conditions such as renal disease.

Progress so far

- ✓ Introduced a new electronic patient health record system (Epic) which will support the Net Zero transition
- ✓ Established patient-initiated follow-up (PIFU) appointments to cut down on unnecessary follow-up
- ✓ Launched a Choose Wisely, Test Smartly campaign to reduce unnecessary testing and carbon emissions
- ✓ Building a Critical Care Garden at King's College Hospital, to allow acutely ill patients to experience the therapeutic benefits of nature



Net Zero Clinical Transformation

Our objectives are:

- ▶ Enable a new Net Zero Clinical Lead to deliver on our clinical transformation ambitions
 - Appoint a Net Zero Clinical Lead by 2026
 - Set up a multi-disciplinary working group by 2027 to deliver on clinical transformation ambitions
- ▶ Decarbonise clinical pathways
 - Implement three Getting It Right First Time (GIRFT) Greener Pathway guides by 2028 (addressing a minimum of 95% of recommendations):
 - 'Fully' achieve a minimum of 75% of recommendations
 - 'Partially' achieve a minimum of 20% of remaining recommendations
- ▶ Reduce unnecessary testing and single-use items across all pathways
 - Achieve a 5% reduction in number of pathology tests per 1,000 patients by 2026
 - Achieve a year-on-year reduction in number of peripheral lines (thin, flexible tubes inserted into a vein) in Emergency Departments per 1,000 patients
- ▶ Transform pathways to increase patient initiated follow-up (PIFU) appointments
 - Ensure 5% of all patients are on PIFU appointments by 2026
- ▶ Integrate access to greenspaces and nature within clinical pathways
 - Open the Critical Care Unit Garden at King's College Hospital, Denmark Hill, in 2026
 - Ensure patients can join a Healthy by Nature session by 2028, organised by the Centre for Sustainable Healthcare, to support preventative care

Examples of how we will achieve this:



Digital Transformation



Strong digital foundations are essential for transforming care by improving access, quality, productivity and reducing emissions.

Our digital estate, from electronic health records to PCs, laptops, servers and clinical systems, plays a vital role in how we care for patients. However, digital services can also increase emissions.

By embedding sustainability into digital transformation, we can improve access, reduce waiting times, cut paper and travel, and lower our carbon emissions.

We will also reduce the digital estate's power consumption, enable energy-saving technology and promote good data hygiene across our workforce.

We will prioritise sustainability in the procurement, design and management of digital services. This includes maximising the benefits of digital transformation to reduce emissions and improve patient care, for example, by reducing the use of paper and providing remote care pathways where clinically appropriate. We will ensure every step of our digital strategy delivers for our patients and our planet.

Progress so far

- ✓ Introduction of electronic patient system Epic and patient-facing MyChart has led to a 45% reduction in printing and 16% fewer printers
- ✓ Reduced number of in-person appointments, with 24% of outpatient appointments now at home
- ✓ Introduced a patient telephone advice service - 43% of calls result in an avoided journey to hospital
- ✓ Maximised device lifespan by enhancing warranty and device management
- ✓ Decommissioned 700 systems and servers as part of data centre consolidation



Digital Transformation

Our objectives are:

- ▶ Accelerate adoption of remote care pathways
 - Increase in MyChart sign-ups to 75% of patient population and expand two-way communications in app by 2028
 - Deliver and maintain 25% of outpatient appointments as remote by 2026
 - Expand GP advice service Consultant Connect and achieve 75% answer rates by 2027
- ▶ Ensure a digital first approach to reduce paper and printing
 - Reduce the number of incorrect Epic workflows and paper-based records duplicated onto Epic year-on-year
 - Digitise historic paper records in external long-term warehouse storage from 2026
 - Reduce in-house printing demand and the number of clinical letters sent via post year-on-year
- ▶ Engage suppliers and hosting partners to reduce environmental impact
 - Ensure all new digital contracts include sustainability requirements and carbon reduction plans
 - Improve contract management by incorporating sustainability-focused KPIs
 - Increase cloud hosting from suppliers with demonstrable progress in carbon impact reduction
- ▶ Reduce environmental impact of digital infrastructure
 - Work with our suppliers to track energy savings when changing devices/software
 - Introduce a targeted power down configuration and increase number of active devices annually
 - Evaluate managed power downs of 'non-production' servers outside of core hours
 - Move to Office 365 and SharePoint from shared drives to reduce file duplication
- ▶ Make informed sustainable hardware decisions
 - Evaluate a refurbished hardware programme
 - Transition 'Computers On Wheels' to low-power Linux devices by 2028
 - Incorporate sustainability into hardware refreshes, considering maximising asset lifetime and appropriate disposal
- ▶ Take advantage of emergent technologies in a safe and sustainable manner
 - Develop an AI governance framework considering environmental impacts by 2027
 - Evaluate the use of wearable technology to facilitate remote monitoring, e.g. integration of home-based diabetes monitoring

Examples of how we will achieve this:



Medicines



Medicines are a crucial part of improving peoples' health, but some of the choices we make are an avoidable source of harm to the environment.

We can deliver best clinical practice and significant reductions in the NHS carbon footprint by making simple changes.

Medicines account for around 25% of NHS emissions overall. A few medicines account for a large portion of these emissions, for example anaesthetic gases and some inhalers. Waste from medicines, such as used inhalers or expired stock, leads to emissions from disposal and other environmental pressures.

We will continue to reduce nitrous oxide waste from inefficient piped systems, support patients to choose the most appropriate inhaler and help them to dispose of used inhalers in a more environmentally friendly way.

Progress so far

- ✓ Stopped using desflurane - the most environmentally harmful anaesthetic gas - in all clinical settings in 2023
- ✓ Significantly reduced emissions from nitrous oxide waste by decommissioning piped medical gas systems
- ✓ Halved our carbon footprint from anaesthetic gases over the past five years
- ✓ First site to participate in an innovative South East London inhaler recycling pilot
- ✓ Begun shift from intravenous (IV) to lower carbon oral paracetamol at King's College Hospital

Please note that this section focuses on the 'point of use' emissions of medicines. Actions to reduce emissions from the medicines supply chain are set out in the 'Supply Chain and Procurement' focus area.



Medicines

Our objectives are:

► Reduce medical gas wastage

► Support appropriate inhaler choice and technique

► Switch from IV to oral administration of medicines

► Reduce the impact of waste from medicines

Examples of how we will achieve this:

- Decommission three remaining piped nitrous oxide systems by 2026
- Continue to move to portable cylinder supply only for all nitrous oxide and oxygen mixed (Entonox) usage areas
- Decommission all nitrous oxide and oxygen mixed (Entonox) piped manifolds by 2028
- Ensure no new installations of either pure nitrous oxide or nitrous oxide and oxygen mixed (Entonox) systems from 2026

- Support implementation of the South East London Emergency Department Asthma and Chronic Obstructive Pulmonary Disease (COPD) guidance, including on low-carbon inhaler choice
- Achieve a 10% year-on-year decrease in the proportion of non-SABA (short-acting beta-2 agonists) inhalers that are metered dose inhalers (MDIs) from 2027
- Achieve a 10% year-on-year decrease in SABA high-carbon MDIs issued in ED from 2027

- Achieve a reduction in IV versus oral administration of antibiotics, where clinically appropriate, by 2026; then achieve a subsequent 5% year-on-year reduction in 2027 and 2028
- Stop all routine use of IV paracetamol in perioperative settings unless oral medication is not clinically appropriate by 2027; roll out to other settings from 2027

- Evaluate the South East London inhaler recycling pilot at Trust level and, subject to its outcome, continue the scheme



Travel and Transport



We can reduce the environmental impact of our travel and transport by championing cleaner, greener and more efficient ways of getting around.

The NHS fleet is the second largest in the country, and directly contributes to harmful air pollution. From staff commuting and business travel to patient transport and logistics, every journey matters.

We will support a shift towards zero-emission vehicles, active travel, and smarter journey planning by providing the right infrastructure, incentives and information. This includes expanding access to Electric Vehicle (EV) charging, promoting electric bikes (e-bikes) for business travel, and ensuring our fleet is increasingly zero emission.

We will embed sustainable travel into how we work, encouraging all staff to make greener choices and helping our travel and transport partners do the same. By rethinking how we travel, we can improve air quality, cut carbon emissions and support the health and wellbeing of our staff, patients and communities.

Progress so far

- ✓ Launched a Travel Plan for each major site
- ✓ Introduced NHS's first EV charger at an Emergency Department at King's College Hospital, Denmark Hill
- ✓ EVs now make up almost a quarter (23%) of our fleet
- ✓ Installed 41 EV chargers for patients and visitors at PRUH
- ✓ Developed a dedicated micro-mobility e-bike parking bay at King's College Hospital
- ✓ Provide cycling storage facilities, Cycle to Work Scheme and Dr Bike (free onsite bike maintenance service)



Travel and Transport

Our objectives are:

► Increase EV charging network across our estate

► Expand our zero emission fleet

► Reduce vehicle idling across Trust and partner fleets

► Use vehicles more efficiently and encourage the least polluting modes of transport

► Support active travel at the Trust

► Develop new sustainable travel frameworks

Examples of how we will achieve this:

- Grow the number of EV chargers across the King's estate by 2028

- Increase the percentage of Zero Emission Vehicles (ZEV) in the Trust's and King's Facilities Management (KFM) vehicle fleets year-on-year
- Only offer ZEVs in the Trust's salary sacrifice scheme from December 2026
- Only lease ZEVs from December 2027 (as per NHS England guidance)

- Launch anti-idling campaigns with applicable contractors including patient transport providers, taxi contractors, waste collection providers and couriers

- Reduce the number of under-utilised vehicles in the Trust fleet by 2028
- Grow the number of Trust e-bikes by 2028
- Improve access to public micro-mobility schemes (e-bikes / scooters) annually from 2026

- Maintain and improve Dr Bike sessions at King's College Hospital and explore options to extend to other sites
- Improve active travel support by 2028 through initiatives such as improving cycling storage
- Increase proportion of staff using active modes of travel for work from 2025 (as shown through staff travel survey)

- Replace Green Travel Plan with a Sustainable Travel Strategy by December 2026 (as per NHS England guidance)
- Adopt a Sustainable Business Travel Policy by 2027



Estates and Facilities



There are opportunities across our estate to reduce emissions and lower costs, while improving energy resilience and patient care.

The energy used in our buildings accounts for around 91% of our NHS Carbon Footprint (the emissions we directly control). In addition, fossil fuel heating and local power production contribute to air pollution in and around our sites, which impacts our patients, visitors and staff directly.

We will minimise emissions from new build projects and major refurbishments, as well as address their contribution to local air pollution. We will continue to reduce the waste we produce, reusing what we can and recycling what we can.

Our outdoor spaces offer an opportunity to support patient recovery as well as staff and visitor wellbeing by connecting with nature. We will further improve our green spaces to support preventative healthcare and explore innovative ways to green our grey spaces.

Progress so far

- ✓ Implemented renewable energy initiatives across King's College Hospital, PRUH, and Orpington
- ✓ Received £250,000 to deploy rooftop solar arrays at Orpington and PRUH
- ✓ Secured £216,000 from GLA Zero Carbon Accelerator for low-carbon heating feasibility study
- ✓ Working in partnership with the Lambeth GP Food Co-op to help connect patients with nature
- ✓ Transformed green spaces at King's College Hospital thanks to funding from the King's Charity



Estates and Facilities

**Subject to grant funding*

Our objectives are:

► Reduce the environmental impact of capital projects

► Complete heat decarbonisation plans for all of our hospital sites

► Continue to reduce energy usage and source low-carbon energy

► Achieve NHS England targets for waste management

► Support patients, staff and visitors to connect with nature at our sites

► Assure compliance with environmental legislation

Examples of how we will achieve this:

- Ensure all new build projects and major refurbishments are compliant with the NHS Net Zero Building Standard
- Achieve BREEAM 'excellent' and 'very good' respectively for 100% of new build projects and major refurbishments from 2026

Where these are not agreed, Board-level sign-off is required at design stage

- Build on and deliver heat decarbonisation plans for King's College Hospital, Orpington and PRUH, with the aim to reduce our NHS Carbon Footprint from heat at Trust owned sites by at least 80% between 2030-35 against our 2018/19 baseline*

- Ensure 70% of all lighting across our owned estate is LED by 2028*
- Ensure 50% of suitable Trust owned spaces have solar panels installed by 2028*
- Ensure all new building leases have an EPC rating of 'C' or above and are heated by low-carbon sources from 2026

- Achieve 60:20:20 clinical waste segregation ratios (60% disposed of as offensive / non-infectious waste, 20% infectious waste and 20% high-temperature incineration waste) by 2026
- Achieve 70% non-clinical waste recycling rate by 2028

- Improve our outdoor spaces, with nature in mind, to enable the delivery of the Healthy by Nature Programme, from 2026
- From 2026, continue to support Lambeth GP Food Co-op to carry out sessions in nature with patients

- Maintain an environmental management system (EMS) certified to ISO14001 certification - the internationally recognised standard for environmental management



Supply Chain and Procurement



It is crucial that we reduce the environmental impact of the goods and services we buy and bring our suppliers with us on our Net Zero journey.

Our supply chain accounts for 73% of our emissions. We recognise that our supply chain is extremely complex. However, as one of the largest NHS Trusts, we are also in a position to drive lasting change.

We will embed sustainability and circularity into procurement in line with Public Procurement Regulations. This will involve avoiding purchases where possible, and shifting to reusable, remanufactured or recycled solutions when clinically appropriate, which are often cost-saving.

We will continue to collaborate with our suppliers to reduce our NHS Carbon Footprint Plus and align with the NHS Net Zero Supplier Roadmap. Our supply chains will become more resilient to climate risks and disruptions. Digital tools and data will be used to monitor carbon impact and enhance transparency and traceability across the supply chain. We will ensure ethical sourcing and labour standards are upheld.

Progress so far

- ✓ Introduced a walking aid return scheme for patients at King's College Hospital, Denmark Hill
- ✓ Set up a furniture and equipment reuse scheme for our staff
- ✓ Rolling out a Gloves Off campaign to reduce unnecessary glove usage
- ✓ Shifting away from single-use gowns in our theatres at King's College Hospital
- ✓ Integrated sustainability into our Procurement Policy



Supply Chain and Procurement

Our objectives are:

► Ensure sustainability is consistently considered in procurement

► Improve circularity and phase out single-use items

► Increase collaboration and training with our suppliers and partners

► Make our supply chain operation more efficient

Examples of how we will achieve this:

- Continue to ensure all new procurements include a minimum 10% Net Zero and Social Value weighting
- Ensure all suppliers submit Carbon Reduction Plans (baseline emissions and published targets) from 2027
- Encourage all Tier 1 (Gold) suppliers (by spend) to achieve level 2 Evergreen Sustainable Supplier Assessment by 2028
- Encourage all Tier 2 (Silver) suppliers (by spend) to achieve level 1 Evergreen Sustainable Supplier Assessment by 2028
- Ensure all procurement contracts include mandated sustainability clauses by 2028

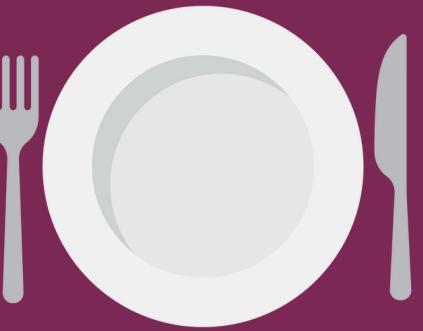
- Develop at least one new opportunity a year to move away from single-use products Trust-wide (i.e. couch roll from clinical areas by 2027)
- Collaborate with suppliers to reduce packaging waste on purchased goods in line with the NHS Packaging Programme from 2026
- Consider repurposed or recycled products in our equipment replacement and capital project contracts by default from 2027

- Ensure best practice is shared across our regional partners and the Trust's supply chain from 2026
- Ensure all Procurement and Supply Chain commercial colleagues receive sustainability and Social Value training by 2027

- Identify and create waste reduction strategies for products with the highest inventory-related waste (i.e overstocked or expired) by 2027
- Improve efficiency of deliveries and stock handling through NHS Supply Chain optimisation programme by 2028



Food and Nutrition



We can support our patients and the planet by reducing food waste and reviewing our menu choices.

The food system produces more than 30% of global emissions and is the number one driver of nature loss. Half of these emissions come from food waste.

By making changes to our menus, we can significantly reduce the environmental impact of catering, while making dishes healthier and more nutritious. However, we must carefully balance this with patient choice.

We will place a focus on seasonal produce, high in fruit and vegetables supplemented by low-carbon proteins like wild venison and tofu. Placing plant-based options at the top of our menus will prompt greener, healthier choices.

Regular monitoring and reporting of our food waste volumes and emissions will enable us to reduce our costs and wider impacts on nature, including deforestation and pollution.

Progress so far

- ✓ Reduced food waste by 28% between 2023 and 2025
- ✓ Conducted a carbon assessment of food ordered at King's College Hospital
- ✓ Reduced the carbon intensity of our menu choices and put plant-based options at the top of menus



Food and Nutrition

Our objectives are:

► Measure and reduce waste and carbon emissions from our food

► Put in place a digital meal ordering system for all patient food orders

► Sustainably source our food

► Incentivise plant-based meals and low-carbon meats

Examples of how we will achieve this:

- Weigh all of patient and retail food waste at point of disposal (e.g. at ward level)
- Reduce Trust-wide food waste by a further 20% by weight by 2028
- Donate food at risk of expiry to the local community and encourage our partners to do the same
- Obtain carbon footprint figures for 85% of ordered patient and retail food by 2027

- Order all patient meals through a digital ordering system by 2028

- Ensure a minimum of 70% of annual food spend is certified to higher environmental standards by 2027
- Ensure a minimum 70% of food spend is for food grown, reared or produced in the UK by 2026

- Explore the 'greener by default' trial for suitable areas including retail, with approval from the Nutrition Steering Committee for any menu changes, by 2028 (*This approach makes plant-based food the standard option on menus, while allowing diners to choose meat/dairy options*)



Adaptation



Resilience to a changing climate is essential to meet increasing pressures on our services and avoid disruptions.

Our climate is changing. Forecasts by the Met Office predict that the frequency of climate impacts such as extreme weather events will continue to increase, which poses a risk to Trust operations.

Flooding and overheating has previously impacted our operations and demonstrated how climate change is already affecting healthcare.

We published our Climate Change Adaptation Plan in 2023 which outlines our approach to address this risk. Infrastructure upgrades, including new green spaces, will boost our resilience to extreme weather events.

We are also working with our partners to understand how climate change scenarios may affect our healthcare planning needs.

Progress so far

- ✓ Published a Climate Change Adaptation Plan in 2023 and launched a working group for delivery
- ✓ Put in place Emergency Preparedness, Resilience and Response (EPRR) plans to support business continuity during extreme weather events
- ✓ Trialling intelligent energy management software at Orpington and King's College Hospital
- ✓ Building on partnership and research opportunities to support healthcare planning in a changing climate



Adaptation

Our objectives are:

► Establish accountability for adaptation at the Trust

► Support business continuity during adverse weather events

► Assess and report on climate risk

Examples of how we will achieve this:

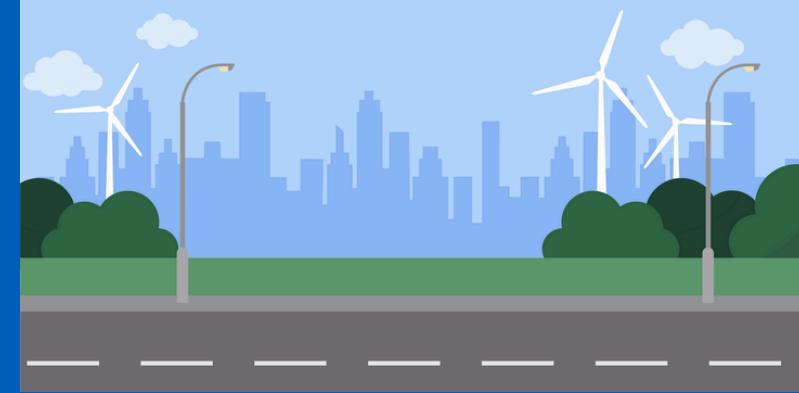
- Formalise appointment of a senior member of staff who is accountable for adaptation measures by 2026

- Integrate NHS adaptation recommendations into our EPRR processes by 2026
- Complete the NHS England Climate Change Risk Assessment for one Trust site by 2027

- Ensure climate risk is reported in line with Taskforce on Climate-related Financial Disclosures (TCFD) annual reporting requirements by 2026
- Complete a deep dive review of climate change risk on the corporate risk register by 2026
- Build resilience into our Estates Strategy and capital project planning, including through green infrastructure



Air Quality



Air pollution remains the most important environmental threat to health.

Poor air quality affects every single organ in our bodies and throughout all life stages, causing and worsening long-term conditions. It is estimated to contribute to 30,000 early deaths in the UK a year.

Not everyone is affected equally. London boroughs had the highest proportion of deaths attributable to air pollution in 2023. The most deprived and most diverse communities of London are more likely to live in the most polluted areas.

The Trust plays a dual role: we contribute to air pollution through our own operations and also treat the people who suffer from poor air quality.

The Government's 10 Year Health Plan highlights air quality as a key element to achieving one of its three fundamental shifts: from sickness to prevention. We will continue to take action to reduce our own impact and raise awareness through our Clean Air Action Group, staff training and education, and knowledge sharing with other trusts.

Progress so far

- Published our first Clean Air Plan with Guy's and St Thomas' NHS Foundation Trust in 2023
- Installed air quality monitoring at pedestrian entrances at King's College Hospital and PRUH
- Send out air quality alerts to all staff on days of 'high' and 'very high' air pollution
- Integrated air quality data into Epic and MyChart
- Run a Clean Air Action Group as well as awareness raising events such as Clean Air Day



Air Quality

Our objectives are:

- ▶ Continue to carry out air quality monitoring and reporting
- ▶ Further improve our understanding of the impact of air pollution at our sites
- ▶ Continue to raise awareness of air pollution with our staff, patients and visitors
- ▶ Enable our clinicians to take action

Examples of how we will achieve this:

- Continue air quality monitoring at a minimum of two pedestrian entrances across the Trust
- Regularly share monitoring data internally and externally where relevant
- Quantify the change in Emergency Department admissions on days of 'high' and 'very high' air pollution for conditions such as acute asthma and stroke by 2027
- Assess ways to link ED admissions data to population demographics and health inequity to support wider research
- Develop and implement a staff and patient engagement strategy by 2027
- Continue to send out air quality alerts to all staff on days of 'high' and 'very high' air pollution
- Improve air quality messaging to patients and suppliers through digital display boards in loading bays, waiting rooms and air quality data in MyChart from 2026
- Evaluate use of air quality identifiers in Epic and increase usage year-on-year from 2027
- Widely communicate air quality training opportunities to staff and identify ways to measure uptake from 2026
- Co-develop damp and mould pathways and guidance for clinicians, working with regional partners, by 2027

Governance and accountability

The Trust Board has responsibility for oversight, assessment and management of climate-related issues and our commitments relating to environmental sustainability.

Delivery of the Trust Green Plan is overseen at an executive level by the Green Plan Delivery Board (GPDB), which has representation from all clinical and corporate delivery groups. The GPDB meets every two months and reports biannually to the King's Executive.

The GPDB is chaired by a nominated Board-level Net Zero lead, whose role is to drive forwards the sustainability agenda and promote environmental considerations through the GPDB and its members.

The Trust will appoint its first Net Zero Clinical Lead - a member of the GPDB - who will shape and drive the integration of sustainability into our clinical pathways, ensuring we deliver high-quality, preventative, low-carbon care across the Trust.

The GPDB will identify operational support for each of our 10 focus areas. A number of sustainability working groups, many of which sit within the clinical groups, will lead on the implementation of Trust-wide initiatives in their areas - as well as group or departmental specific pieces of work.

The Sustainability team continues to partner across King's College Hospital NHS Foundation Trust and Guy's and St Thomas' NHS Foundation Trust. The team carries out cross-functional collaboration to integrate sustainability into all aspects of the organisations.

We will continue to embed environmental sustainability into existing policies, projects and processes, by committing to implement a Sustainability Impact Assessment for all business cases.

We will learn from best practice, share progress across the sector, and play an active role as an anchor institution by working with our partners, tenants and local organisations, contributing to and delivering against key local environmental strategies.

Please note some of the objectives and Key Performance Indicators (KPIs) outlined in this document are subject to grant funding.

Tracking and reporting

The Trust will report on progress against its Green Plan in line with the requirements set out in the Department of Health and Social Care (DHSC) Group Accounting Manual, the Foundation Trust Annual Reporting Manual and the NHS Standard Contract.

Annual reporting:

- Trust carbon footprint (NHS Carbon Footprint and NHS Carbon Footprint Plus) - this goes beyond NHS England reporting requirements. NHS Carbon Footprint Plus reporting, which includes indirect emissions through our supply chain, is an area of improving methodology.
- Trust Annual Report:

The 'sustainability' section includes:

- Narrative updates on progress and key achievements
- Delivery of key milestones
- Task Force on Climate-related Financial Disclosures (TCFD) which will be increased in scope from 2026 to enhance decision making, strategic planning and transparency

Going forward, this will also include an assessment of risks to future delivery.

- Estates Return Information Collection (ERIC)
- Premises Assurance Model (PAM)
- Environmental management system (EMS) certification and environmental compliance score

Bi-annual reporting to:

- King's Executive
- Trust Finance Board Committee

Quarterly and monthly reporting:

- Greener NHS Data Collection
- Reporting against all KPIs

Ad-hoc:

- Progress against the delivery of our Green Plan will also be reported on as part of the Care Quality Commission (CQC)'s Well-led single assessment framework.

As set out in NHS England's reporting guidance, we are adopting a phased approach to publishing sustainability disclosures and meeting reporting requirements.

We are working hard to ensure that we collect robust data across a wide range of environmental performance indicators, including our carbon footprint, which we have been able to report on across all Trust sites and activity at King's since 2019/20.

Work is ongoing to ensure environmental sustainability considerations are fully embedded into clinical and delivery group planning and reporting.

All clinical divisions and corporate teams will have KPIs for environmental sustainability which will be reviewed regularly and enable the Trust to track progress and escalate any issues.

We will develop an environmental sustainability dashboard to support reporting efforts and visualise progress as well as gaps in delivery.

To shape subsequent delivery windows, the Trust will commission a quantified gap analysis by 2028, which will compare progress to date to the system-wide Net Zero targets and identifying revised delivery milestones and timelines to 2040 and 2045.

Glossary

BREEAM (Building Research Establishment Environmental Assessment Model) - a method of assessing, rating and certifying the environmental, social and economic stability of buildings

Circularity - A system where materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling and composting

Climate change - A large-scale, long-term shift in the planet's weather patterns and average temperatures

CO2e (carbon dioxide equivalent) - A unit of measurement that is used to standardise the climate effects of various greenhouse gases

Consolidation centre - A facility where goods from multiple suppliers are combined into larger, more efficient loads for final delivery

Core vehicle fleet - The essential vehicles that a business or organisation uses through lease, ownership or hire to support its primary operations

Decarbonise - Reduce or eliminate carbon emissions being released by a process

Deforestation - The removal and destruction of a forest or stand of trees from land that is then converted to non-forest use

Desflurane - An anaesthetic gas which has been decommissioned for routine use by NHS England due to its high global warming potential (2,500 x that of carbon dioxide)

Emergency Preparedness, Resilience and Response (EPPR) - Planning for, and responding to, a wide range of incidents and emergencies that could affect health or patient care

Ethical sourcing - The process of sourcing products and services in a responsible way that considers the social, environmental and economic impacts of the supply chain

EMS (Environmental Management System) - a framework designed to help organisations monitor, control, and continuously improve their environmental performance.

Epic - An electronic patient record system used at King's College Hospital NHS Foundation Trust

Evergreen Sustainable Supplier Assessment - An online self-assessment tool which enables suppliers to engage with the NHS on their sustainability journey

Fossil fuels - A natural non-renewable fuel (e.g. coal or gas) formed from the buried remains of ancient living organisms

Greener by default - Making plant-based food the standard option on menus, while allowing diners to choose meat/dairy

IV (intravenous) - A medical process that administers fluids, medications or other substances directly into a person's vein for rapid delivery

LED - a light emitted diode (with low power consumption and longer lifetimes over incandescent light sources)

Low-carbon - Causing only small amounts of carbon dioxide added to the atmosphere

MyChart - An app and website which lets patients securely access parts of their health records (as part of Epic)

Net Zero - A state in which the greenhouse gas emissions going into the atmosphere are balanced by removal from the atmosphere

NHS England Climate Change Risk Assessment - A tool which helps NHS organizations identify, assess, and plan for climate-related risks to their operations, infrastructure, and service delivery

Nitrogen oxides - A family of gases which are toxic pollutants, formed mainly from burning fossil fuels

Non-SABA (short-acting beta-2 agonist) - Inhalers used for the long-term management of conditions like asthma and COPD

NEPTS (Non-emergency patient transport services) - Funded transport for patients who would struggle to safely attend their treatment independently

Particulate matter pollution - Harmful pollution from a mixture of solid particles and liquid droplets found in the air

NHS Supply Chain - A national body which supports the NHS by managing the sourcing, delivery and supply of healthcare products, services and food

Pollution - The introduction of substances into the natural environment that cause harm

Plant-based meal - A meal consisting mostly or entirely of foods from plants

Plate waste - Uneaten food that is left on plates after a meal

Quality Improvement - A systematic and continuous process for evaluation and improving systems, often focusing on patient experience, safety and efficiency

Remanufactured - The build of a product to its original specifications using a combination of reused, repaired and new parts

Renewable energy - Energy from naturally replenishing natural sources (e.g. sunlight, wind, water and heat)

SABA (short-acting beta-2 agonist) - quick-relief inhalers that open airways to treat asthma and COPD symptoms like wheezing and breathlessness

SusQI (Sustainability in Quality Improvement) - An approach to improving healthcare in a holistic way, measuring the health outcomes against its environmental, social and economic costs and impacts to determine its "sustainable value"

Task Force on Climate-related Financial Disclosures (TCFD) - A framework to support public sector bodies to disclose climate-related risks and opportunities

Under-utilised vehicles - Vehicles that have not been used as often as expected i.e. those being driven for less than 15 miles per day on average

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Next steps

Our plan is ambitious: designed to address the environmental challenges facing our healthcare systems to give us hope for the future. It will be delivered through the talent and dedication of our people and by harnessing the power of new technology and innovation to help us to meet the needs of the communities we serve.

We will continue to engage with patients, colleagues, our governors and a wide range of external partners as we implement our plan.

Our clinical divisions and corporate teams will drive delivery through local strategies that align with this overarching plan, and our Trust Strategy will guide this work.

Our Board will monitor progress, and we will review and adapt our plans in response to changing circumstances where necessary, holding true to our commitment to protect our patients, people and planet.

For further information about our Green Plan, please contact our Sustainability Team at kch-tr.sustainabilityteam@nhs.net.

