KING'S College LONDON

CLIMATE & SUSTAINABILITY

Action Plan

2023-24 Iteration

Contents

Front page:
The graphics on the front of this document and represented on each page are 'warming stripes' for the globe from 1850-2021. These are visual representations of the change in temperature, as measured in each country over the past 100+ years, and each stripe represents the temperature in that region averaged over a year. For virtually every country or region, the stripes turn from mainly blue to mainly red in more recent years, illustrating the rise in average temperatures in that country.

1. Introduction

We are delighted to publish the second iteration of the King's Climate & Sustainability Action Plan (CSAP) as part of King's Climate & Sustainability Month (February 2024). The CSAP was first published in February 2023 to set out our ambition to address sustainability and the climate emergency. It has since been updated as part of an annual review undertaken in late 2023 and early 2024 managed by the King's Climate & Sustainability team. King's Climate & Sustainability is a transformative project focused on addressing sustainability and the climate emergency by uniting the King's community to pool their skills and knowledge together to take action. We are doing this through multidisciplinary research and by embedding sustainability into our teaching, partnerships, impact and operations. Through harnessing our connections and expertise, King's Climate & Sustainability helps drive innovation and action to enable global transitions to environmental sustainability.

A structured annual review process has been established along with continuous community input to ensure that objectives, targets and KPIs are up to date and our principles on climate and sustainability are embedded effectively in activities across King's. The CSAP was reviewed alongside other key documents across the University to ensure alignment across all plans and integration of relevant targets. A single set of institutional actions and objectives have now been consolidated within the CSAP, and the Actions Table (Annex 1) is the focal point used to facilitate the review process. Changes in this iteration have focused on the Table, with minor changes reflected in the body of the text. To increase accountability, a responsible owner has been added for each target.

Progress has been monitored across all sections of the CSAP and substantial advancements have been made in certain key areas, including establishing a thorough climate & sustainability governance structure with a Steering Group and a number of different Working Groups. Changes mostly focus on reorganisation and updating outdated target dates, and key changes include the introduction of a model for Education for Sustainability at King's, updates to incorporate the ongoing sustainable travel policy review and the development of a net zero business case.

The Carbon Sinks section has been renamed to Biodiversity and a new section on Philanthropy has been added. The carbon reduction targets have been moved into the relevant sections of the Actions Table for clarity. For transparency, a sticker has been used to indicate various major changes to this iteration of the CSAP.

Some targets in the CSAP were set for 2022-23. Where the target has been met, the action has been updated. Where the target has not yet been met but is still relevant, the date has been updated to this academic year or a more realistic timeframe. These challenges will be further discussed in our 2024 reporting. Some additional targets have been added and/or achieved due to the nature of this fast-changing environment.

King's key targets (including emissions, water and waste reduction) remain a priority area of focus and are due to undergo a thorough review and analysis in 2024-25 to assess whether we remain on track to meet our ambitions, followed by a regular review of the overall net-zero targets for the University. The development of the net zero business case in 2024-25 as well as the work by the newly created Carbon Offsetting Group to develop a reliable approach to carbon offsetting for the organisation will also bear an impact on this.

Aerial shot of the redeveloped, pedestrianised Strand Aldwych at the heart of our Strand Campus, completed in late 2022

The climate crisis is one of the greatest challenges facing society today. The Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) not only highlighted the profound impacts already being felt around the globe due to human activity but also how we can and must take action now. Global carbon emissions have to peak by 2025 at the latest and reduce by 43% by 2030 to limit global warming to 1.5°C by the end of the century. Linked issues, including biodiversity loss, air pollution, persistent inequality and deteriorating mental health, make the case for holistic sustainable development.

As a world-class university, King's is in a unique position to contribute to solutions to these challenges through the nature of our core work in education and research, and through our ability to bring people together. We can actively contribute to finding sustainable solutions to the climate emergency while working towards our vision of making the world a better place. We have been taking action on sustainability and the climate crisis for many years: our researchers study climate and sustainability issues across disciplines, we educate students on climate and sustainability through a variety of degree programmes, and we have significantly reduced our carbon emissions.

Addressing these issues brings challenges but also immense opportunities. It forces us to look at and think about the way we work – how we power our offices, teaching spaces and labs, how our staff and students travel for their work and studies, how and where we source the items we need to do our core business – and some decisions may be difficult. It also makes us consider how we channel the academic endeavour across all our disciplines to respond to the defining challenges of the 21st century, how we educate the leaders of the future to make a better world, and how we work with partners locally, nationally and globally to make our actions as grounded and impactful as they can be.

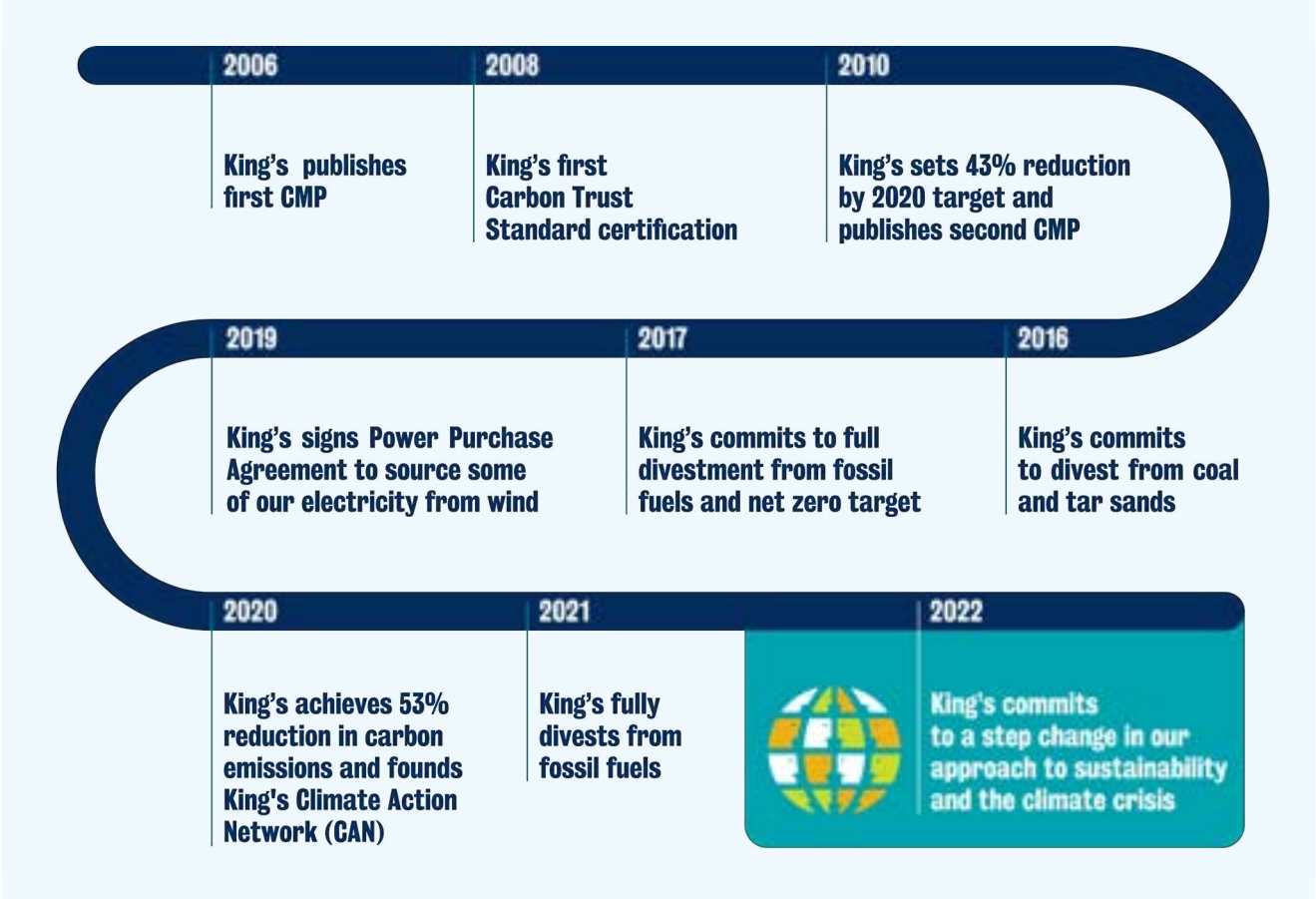
Minimising our emissions	**Direct control**	Energy consumption Property and construction Biodiversity
	Indirect control	Purchasing and procurement Waste management Food Travel (business trips, commuting and homeworking, student end-of-term travel)
Maximising our positive impact	**Through our core work**	Students and education Research
	Through advocacy and influence	Responsible investment Community and engagement Philanthropy
Cross-cutting themes	Communication and transparency, social justice, collaboration and partnership, systemic change	

Strategy 2026, which sets out the next stage of our journey towards Vision 2029, recognises the contributions King's can make and sets out our aim to be a leader in education and research for a just transition to net zero, building sustainability into all of our actions.

This document sets out our ambition to address sustainability and the climate emergency. While we do not have all the answers, we recognise the need for urgent action. This journey is an ongoing search for the best approach to taking action, so we regularly update and review this plan. This is the second iteration of the plan after undergoing a thorough stakeholder review.

2. Background

King's has been taking action on climate and sustainability for a number of years, developing our first Carbon Management Plan (CMP) in 2006 and setting the target to reduce scope 1 and 2 carbon emissions by 43% between 2005-06 and 2020 in 2010.



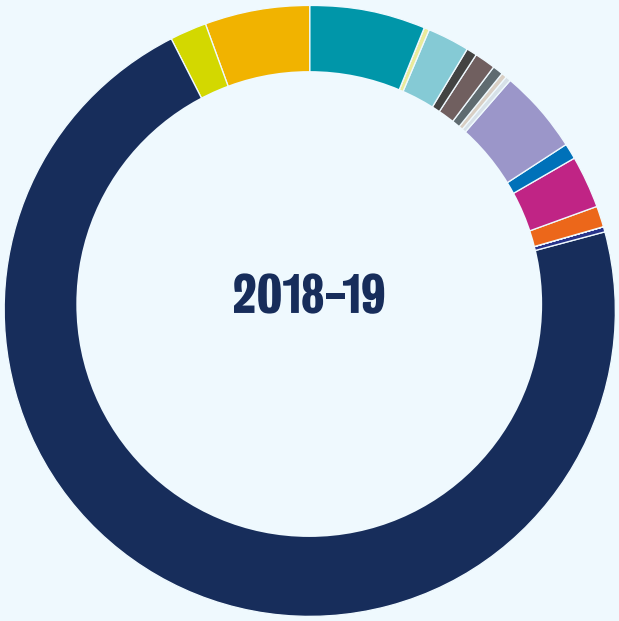
Since then, the University has grown in the number of students and staff, income and estate size, but our carbon emissions have more than halved. Continuous investment in energy efficiency measures ensured that while the University grew, our energy consumption remained stable. We have made progress on decarbonising our electricity supply, investing in on-site renewables and signing a Power Purchase Agreement with wind farms to supply nearly one-fifth of our annual electricity baseload.

Our students and staff played an important role in this, from taking part in our Sustainability Champions scheme in offices and laboratories to joining and setting up their own sustainability initiatives.

In 2020, we joined the global initiative Race To Zero for Universities and Colleges, and are now one of over 1,100 institutions that have committed to and are taking immediate action to achieve (net) zero emissions.

Our baseline for targets throughout this report is 2018-19, our last full year of data prior to the COVID-19 pandemic.

Carbon emissions (tonnes CO_2e)



9,442	Natural gas
30	Fuel for generators
28	Fuel for vehicles
235	Refrigerant gases
3,516	Purchased electricity
755	Purchased heat
1,406	Well to tank (fuels)
972	Well to tank (electricity)
592	Electricity transmission and distribution (T&D)
83	Well to tank (electricity T&D)
6,905	Business travel
1,263	Leased assets – natural gas
3,892	Leased assets – purchased electricity
1,686	Leased assets – purchased heat
49	Waste disposal
121	Water supply
249	Water treatment
106,808	Supply chain
2,972	Third-party residences
8,219	Commuting

Our climate action is not limited to reducing emissions from our buildings. In 2021, we fully divested from fossil fuels almost two years ahead of target, demonstrating our commitment to taking wider action. Solutions-oriented research and education delivered in service to society also has a long history at King's. We are proud to support world-leading climate researchers and multiple IPCC lead authors who are based at King's. We have been developing future climate and sustainability leaders for more than a decade through our modules and degrees, including the Climate Change: Environment, Science and Policy MSc, and will continue to develop our programmes.

Through our new transformative initiative, King's Climate & Sustainability, we are rapidly scaling our response to the climate emergency through innovative multidisciplinary research, by embedding sustainability into our teaching, partnerships and impact, and by 'walking the talk' in our operations and activities.

3. Developing our Climate & Sustainability Action Plan

Addressing the climate crisis and advancing sustainability touch on every part of our work as a university. To ensure we are considering the full breadth of necessary action, we have organised our response around 13 key impact areas, including energy, business travel and investment. The sections within this action plan detail our proposals around each key impact area.

The objectives and actions have been co-created with King's Climate Action Network, an interdisciplinary network consisting of over 350 students, alumni and members of staff. The inclusion of this wide range of perspectives is what gives our present approach its richness and ensures our stakeholders' views are considered and acted upon. This network will continue to be at the heart of the delivery of the plan, the monitoring of progress and the identification of further opportunities.

While this action plan was co-created with our community, it is being led and governed by senior leaders across King's, ensuring its principles are embedded in activities throughout the University. The action plan is monitored throughout the year and the annual review is coordinated by King's Climate & Sustainability.

Our approach is informed by the United Nations (UN) Sustainable Development Goals (SDGs), which set goals for holistic and sustainable global development by 2030. This action plan will contribute to several SDGs, including SDG 13 on climate action, and co-benefits include improved public health and wellbeing, increased resiliency of our campuses and greater energy security.

Students attend the London Student Sustainability Conference

4. Taking action on climate

We recognise the need to take urgent action on climate and to cut emissions drastically to limit global warming to 1.5˚C. We also acknowledge and are taking responsibility for all emission sources linked to our University – both direct (scope 1 and 2) and indirect (scope 3).

Our approach to climate action prioritises absolute reduction of carbon emissions over offsetting and carbon removals. We have set ambitious targets to reduce emissions from our buildings, in line with the emission reduction of 40-50% required by 2030 to limit warming to 1.5˚C as outlined in the IPCC special report 'Global Warming of 1.5˚C'. We are confident we can achieve this for emissions under our direct control but acknowledge we must push further. Therefore, we also set targets to reduce emissions from business travel, our supply chain, commuting and waste. These targets are due to undergo a thorough review and analysis in 2024-25 to assess whether we remain on track to meet our ambitions.

	2025 target reduction	2030 target reduction
Scope 1 and 2	25%	50%
Scope 3		
Business travel	30%	50%
Supply chain	25%	50%
Commuting	20%	50%
Waste*	30%	50%

*Waste targets from 2017-18 baseline

We recognise that even with deep and immediate emission cuts, we cannot achieve absolute zero emissions by 2030. Retrofitting our estate to decarbonise our heating will take many years and significant investment. Therefore, achieving net zero by 2030 would require offsetting some of our carbon emissions. We have set up a Carbon Offsetting Working Group to decide whether and how remaining emissions will be offset in 2030, or whether the equivalent of our offsetting cost should be invested in further decarbonisation projects on campus. Our approach will continue to be led by climate science, as well as by the ambition of our King's community, and we will continue to do that which has the most significant impact on climate action.

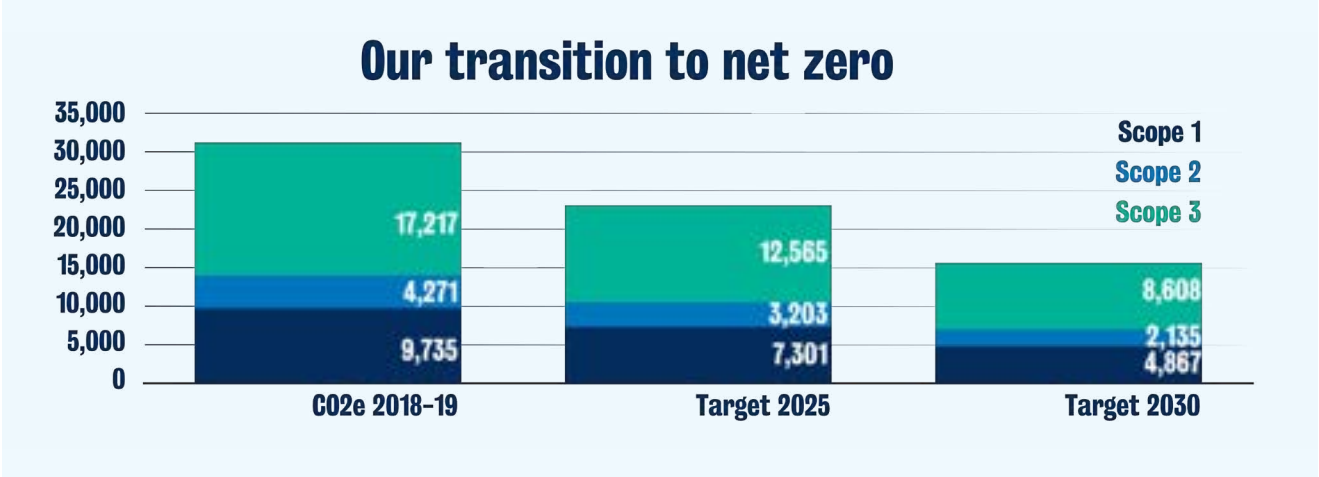
As well as reducing our negative impacts, we aim to maximise our positive impact through our Climate & Sustainability Action Plan. The following sections are based on this approach and outline how King's will achieve this ambition. Each section is supported by a detailed action plan (see Appendix A) containing objectives, targets and KPIs.

4.1. Actions to minimise our negative impact

4.1.1. Towards a sustainable, zero carbon estate

If we are serious about addressing the climate crisis, we must reduce our own direct emissions. Our significant emission reduction between 2005 and 2020 was achieved while the University was growing, demonstrating that we have decoupled this expansion from increasing carbon emissions. This was accomplished through a range of measures, including improving energy efficiency, maximising utilisation of our existing estate and the purchasing of renewable electricity.

There are three key areas to consider when making our estate more sustainable: energy consumption; our property portfolio including new construction and rebuilds; and carbon sinks.



4.1.1.1 Energy consumption

To ensure we meet the carbon reduction targets outlined in section 4, we need to ensure that we operate and maintain our estate efficiently, embedding carbon reduction into our processes. We have already made significant progress in this area by, for example, investing in measures such as on-campus renewable energy, combined heat and power plants, and retrofitting energy efficiency measures such as insulation and LED lighting.

While we source some renewable electricity, much of the energy used is natural gas used for heating. Therefore, a key objective for King's is to decarbonise the heating of our buildings through the development of a long-term Heat Decarbonisation Plan, and to integrate the findings of this plan into decision-making and University plans. We will also continue to improve energy efficiency, identify opportunities to increase on-site renewable energy generation, and increase the amount of electricity supply covered by Power Purchase Agreements. As well as reducing energy consumption, we will continue reducing water consumption.

4.1.1.2. Property and construction

How we design, build and refurbish our estate has a significant impact on carbon emissions for many years and is therefore an essential part of the solution. We have already made significant steps to ensure that sustainability and climate resilience are built into construction and refurbishment projects. We do this by carrying out BREEAM and SKA assessments and developing sustainability guidance for capital projects.

To work towards a sustainable, net zero estate, we will embed a whole life carbon approach into our decision-making on capital projects, updating our processes to ensure all capital decisions have a carbon assessment and by embedding sustainability into the project lifecycle at all stages.

Recognising that our estate is likely to see impacts of the climate crisis and increasing temperatures over the next decades, we will assess the climate risk of our buildings and develop climate adaptation plans to address this.

4.1.1.3. Biodiversity

While most of our estate is urban, there are opportunities to foster biodiversity and improve green spaces that can act as natural carbon sinks while improving our community's wellbeing. Our Biodiversity Action Plan was developed in 2018 to identify and act on these opportunities. The plan focuses on building exteriors, new capital developments, grounds and open space and sports grounds. As we implement our Climate & Sustainability Action Plan, we will ensure the Biodiversity Action Plan is delivered and updated regularly.

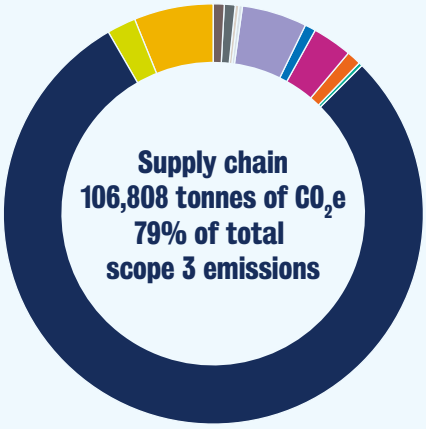
4.1.2. Towards a sustainable and low-carbon value chain

Our value chain represents the University's largest group of carbon emissions. Even though these emissions are indirect, we must take responsibility for them and are proposing decisive action in our purchasing of products and services, waste management, food, business travel, commuting and student travel.

4.1.2.1. Purchasing and procurement

We purchase products and services that range from everyday items such as office stationery and IT equipment to special laboratory equipment and large construction projects.

Active management of our procurement emissions doesn't just have has a significant carbon impact; engaging with our thousands of suppliers can also support wider aims such as providing social value, sourcing from small and social enterprises, eradicating modern slavery in our supply chain and reducing waste by adopting circular economy principles.



Scope 3 emissions, tonnes of CO_2e, 2018–19

1,406	Well to tank (fuels)
972	Well to tank (electricity)
592	Electricity transmission and distribution (T&D)
83	Well to tank (electricity T&D)
6,905	Business travel
1,263	Leased assets – natural gas
3,892	Leased assets – purchased electricity
1,686	Leased assets – purchased heat
49	Waste disposal
121	Water supply
249	Water treatment
106,808	Supply chain
2,972	Third-party residences
8,219	Commuting

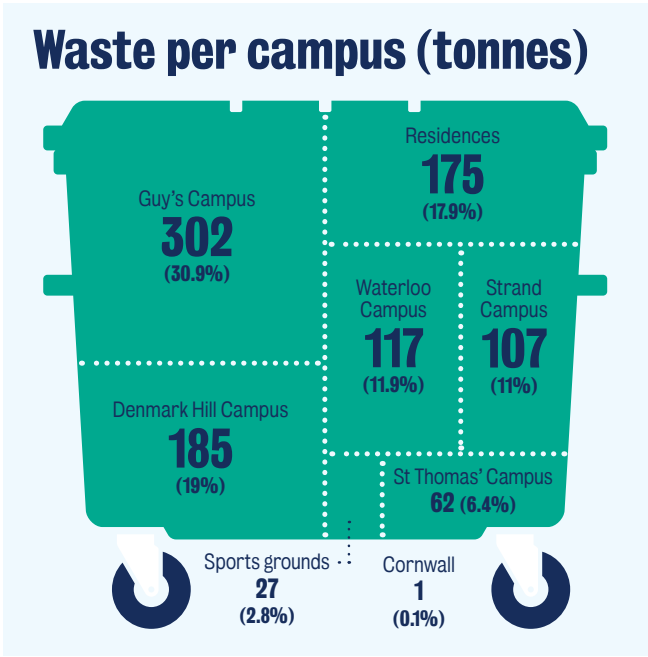
Our Socially Responsible Procurement Policy already embeds many environmental and social sustainability principles into our procurement practices, but to achieve our sustainability ambitions we must accelerate our actions towards a fully sustainable, ethical and low-carbon supply chain.

Recognising our influence, we will aim for the top suppliers, covering 75% of our spend, to have science-based carbon reduction targets by 2025. We will also work with suppliers, staff and students to identify and replace carbon-intensive products, support those looking for sustainable alternatives, reduce the frequency of deliveries and identify opportunities for students to take part in sustainable procurement projects. Alongside this, we will continue to improve our methodology for estimating emissions. We will also continue to review and update our procurement policies to ensure social sustainability factors are taken into account, and that principles on fair and ethical procurement are embedded.

4.1.2.2. Waste management

We produce a significant amount of waste through our campus operations, including our offices, restaurants, residences and laboratories. The environmental impacts of waste go beyond carbon emissions and extend to depletion of natural resources if recyclable materials are not recovered, or damage to ecosystems if waste is disposed of incorrectly or illegally.

King's has acknowledged this and has improved its waste management, including reducing operational waste and increasing recycling each year. As we move towards a more sustainable, low-carbon value chain, we recognise that reducing waste needs to be a priority. We have developed our 2021-24 Waste and Resource Strategy and Action Plan to address this, ensuring we follow the hierarchy of reducing, reusing and recycling our waste.
To meet our waste and related emission reduction targets, we will ensure this action plan is resourced and carried out, which includes a continued reduction in waste creation, ensuring waste is considered as part of procurement decisions and and increasing recycling to 60% by 2024.



4.1.2.3. Food

Food production accounts for a significant portion of global greenhouse gas emissions. We therefore have a responsibility to offer and encourage sustainable, low-carbon diets through our University restaurants and catering operations. Our Sustainable Food Policy and Fairtrade Policy commit us to providing sustainable, healthy and fairly traded food to the University community. We offer a variety of vegan options across all restaurants, are a Fairtrade university and take part in the Sustainable Restaurant Association's 'Food Made Good' rating.

To support our supply chain targets, we will continue this work, ensuring our Sustainable Food Policy and Fairtrade Policy are implemented and prioritising plant-based, local, seasonal, organic and ethically sourced food. We will continue encouraging sustainable food choices, promoting our climate food labelling and reducing food waste across our catering operations.

4.1.2.4. Business travel

King's is proud to be an international community that serves the world. Our academics address global challenges through their research, and our many international networks and partnerships enable us to have a global impact and enrich the student experience. However, this international ambition has a significant impact on the climate when it comes to travel emissions. In 2018-19, business air travel alone represented our fourth-largest source of emissions.

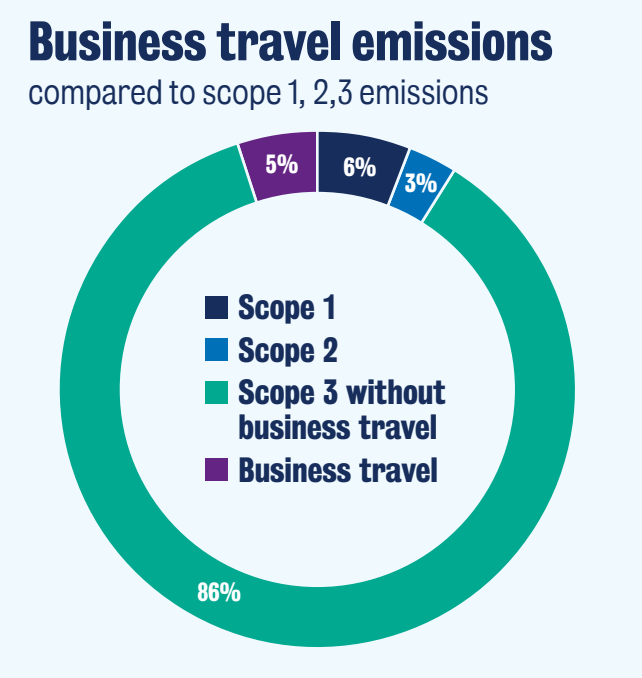
Since then, the impact of the global COVID-19 pandemic has meant that our staff have adapted to new ways of working, delivering presentations, attending conferences and maintaining university partnerships through online platforms. Nevertheless, emissions from business travel have increased again post-pandemic.

To achieve our target to reduce business travel emissions, we will continue to support staff in using digital alternatives and reduce business travel that is not essential. Our new Sustainable Travel Policy works towards ceasing air travel within mainland UK and to nearby European destinations,

allowing for rail travel even where it is more expensive. To encourage staff to use land-based travel, we will also engage with our travel provider to make these easier to book and provide information on how to do so. We will publicly report on our business travel emissions annually.

4.1.2.5. Commuting

Due to our central London location, the majority of journeys to our campuses are made by public transport or active travel. While this means that travel by car is limited, we recognise the carbon impact of current public transport options.



King's has developed a range of initiatives to support active travel and will continue to work on this as we move towards our target to reduce emissions from commuting. We will maximise the environmental benefits from changes to our ways of working, while investigating how we can ensure emissions are not transferred from campus to the home. We will also encourage low-carbon transport by improving cycling and active travel facilities on our campuses and will engage with others to advocate for improved London-wide initiatives and facilities. We will continue procuring electric University vehicles and improving the infrastructure for electric vehicles on campus.

4.1.2.6. Student end-of-term travel

King's international community is at the core of our Vision. While internationalisation and our global outlook are a source of significant positive impacts, we recognise the need to acknowledge the carbon impacts associated with this. Our students have expressed the importance of addressing this challenge in our consultation. To take action on the full range of emissions linked to our University activities, we will establish a methodology to estimate emissions from students travelling to and from London at the start and end of term. We will also engage with students to understand their footprint and enable them to take action on climate. We will work with students to identify how community-building activities and other initiatives could reduce travel and develop a pilot slow travel programme to connect students with those with similar journeys, providing funding to travel by rail where possible. To track our progress, we will set a target to keep student end-of-term travel emissions at 2018-19 levels despite increases in student numbers.

4.2. Actions to maximise our positive impact

4.2.1. Leveraging the core of our work: education and research

4.2.1.1. Students and education

King's can make a significant contribution to addressing the climate emergency and advancing sustainability through education. As a university, we have the power to develop and support the next generation of society's leaders, problem solvers and activists by equipping them with the necessary knowledge and skills to contribute to the sustainability agenda and the just transition to a low-carbon future. The University already offers six postgraduate and two undergraduate degrees directly related to climate, as well as hundreds of modules that relate to the UN SDGs across disciplines. Outside the formal curriculum, many students already take part in sustainability and climate initiatives.

To maximise our positive impact through education, we aim to ensure all students have the opportunity to learn about the climate crisis and sustainability as part of their formal education. We are embedding climate and sustainability into University strategies and plans on education, with appropriate resources set aside to deliver on this commitment by 2026. To give students the skills to address the climate emergency, we will develop training on carbon literacy, scale up living lab projects and work towards making the online Climate & Sustainability module a credited module. To achieve this, we will adopt an Education for Sustainability model and work with educators to ensure they have the tools to embed climate and sustainability into their teaching. We will also develop volunteering, research and employability opportunities for students and explore opportunities to expand support for careers in climate and sustainability fields and roles.

4.2.1.2. Climate and sustainability research

The societal, economic, political and technological transformations needed to address sustainability and the climate crisis are complex, and it is important that they are

supported by insights and solutions from world-class research. As a university committed to serving society and tackling its most pressing challenges, we will make a step change in our contribution to these areas.

King's has strengths in interdisciplinary climate and sustainability research, as well as extensive expertise in areas such as social change, political economy, global health and engineering that we can connect and build upon. We will expand our research for responses to the climate crisis and sustainability across all our faculties, with particular emphasis on multidisciplinary research to enable timely and equitable transformations and on working closely with users to help develop solutions. Our target is a four-fold increase in our research activity by 2029, and King's will invest in seed funding and new appointments over the first three to four years to achieve this.

We will also create leadership and structures to ensure coordination across research themes, in external partnerships for research and impact, and to foster an expansion of our education on climate, building on leading research.

Equally important are connections with our own climate and sustainability actions on campus and with our students. We will make the most of the opportunities for King's and our close local partners in London to become a 'living lab' for experiments that will explore change and inspire our community.

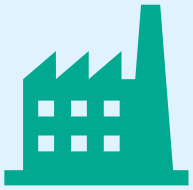
To address the impact of research itself, we aim to extend our Laboratory Efficiency Assessment Framework to 100% of laboratories at King's.

4.2.2. Our chance to drive wider change: advocacy and influence

Alongside our work within the University, we aim to maximise our impact beyond our University doors. We aspire not only to collaborate with our key partners but also to leverage our position as an anchor institution. In doing so, we will stimulate wider market transformation and systemic change by driving action from a range of actors.

4.2.2.1. Responsible investment

Through our investments we can choose not to invest in companies that are harmful to the environment and society and to actively invest in those that commit to exercising a positive impact. At King's, we believe that the successful management of environmental, social and governance (ESG) issues is fundamental to creating value for investors. In 2021, we fully divested from fossil fuels almost two years ahead of our target, and we have already increased our investments with socially responsible benefits to 40%, ahead of our 2025 target.



Fully divested from all fossil fuels

To accelerate action towards responsible investment, we will regularly review and update our Responsible Investment Policy and will continue work to go beyond our targets. We will encourage transparency and accountability by sharing responsible investment targets and progress and will publish a breakdown of our investments annually. Recognising the opportunity to have a sector-wide impact, we aim to build alliances with other institutions to engage with our main pension funds to encourage them towards divestment from fossil fuels and responsible investment.

4.2.2.2. Community and engagement

Our commitment to climate and sustainability action reaches beyond our University doors. Our Strategic Vision 2029 drives our commitment to positive social impact in London, across the UK, and internationally. Through our many partnerships, we can build relationships to take climate action and encourage and support others to address the climate crisis.

To amplify our work to address the climate emergency and support others in taking action, we will listen to our local communities to ensure we are responding to their needs and challenges as we support local climate and sustainability initiatives. This will ensure we are responding to the needs and challenges of our local communities as we support local climate and sustainability initiatives. We will engage with our local councils on their initiatives and identify opportunities for students to collaboratively work with local organisations on climate solutions. Recognising the importance of sharing information, we will collaborate with other universities, publish our Climate Action Network methodology, ensure easy access to climate and sustainability information, and make climate and sustainability events and resources accessible to the public. We will also advocate for climate justice and sustainability in our partnerships and explore our role in supporting transitions in the Global South.

4.2.2.3 Philanthropy

Sustainability is central to Strategy 2026 and our ambition is to scale up research and collaborations in climate and sustainability, across all faculties. We're combining expertise

to deliver a new generation of sustainability research, joining up the capabilities, insights, technologies and impacts needed to create tangible solutions at scale. We strive to build and sustain philanthropy in this area in the coming period, developing research that will help shape the future of our societies and our planet.

4.3. Cross-cutting themes

Together with the actions covered by our 13 key impact areas, a focus on communication and transparency, social justice, collaboration and partnership, and systemic change is pivotal to achieving meaningful progress.

4.3.1. Communication and transparency

We aim for full transparency by publicly sharing our progress and outlining the challenges. We will measure and report this annually using the Greenhouse Gas Protocol and encourage the entire King's community to feedback on our plans, raise suggestions and create discussions to learn from each other and challenge us. We will also develop our climate and sustainability communications to share both our progress and our challenges with our community.

4.3.2. Social justice

Social justice is at the heart of our approach to climate and sustainability action because we cannot mitigate the climate crisis without racial, social and intergenerational justice. The climate emergency and environmental impacts affect groups both between and within countries unequally. Groups with fewer financial means and choices are the least responsible for, but most negatively impacted by, the climate crisis in particular. They are also the ones least able to afford its consequences.

Our work aligns with King's Equality, Diversity & Inclusion (EDI) Strategy, which includes being intersectional by default; attracting and retaining a diverse range of voices in our climate and sustainability work; and ensuring the breadth of this community is productive and feels valued and able to contribute. We will support historically marginalised groups to lead on climate and sustainability issues and ensure equity is considered in our wider impacts. This social justice lens will guide our work and help evaluate priority actions.

4.3.3. Collaboration and partnership

True progress requires collaboration. Collaboration was at the heart of the development of this plan and will continue to be for its delivery. We will actively involve the King's community as well as communities around us in our work, and they will be integral to the implementation of our Climate & Sustainability Action Plan.

4.3.4. Systemic change

We aim to take bold action to create systemic change, which is impactful, lasting and reaches beyond our University doors. Climate and sustainability must become a priority in any decision made on and off campus. We will use our influence as a university to encourage and empower people to take action that has a positive impact. Challenging goals drive change, so we will push the boundaries of what is feasible and try new ideas. By identifying barriers and unlocking opportunities, we will catalyse systemic change.

Students contribute to the 'Wall of Hope'

5. Implementing our plans

To deliver on these commitments, we have developed a robust governance structure for climate and sustainability with senior sponsorship and the creation of a Steering Group and a set of Working Groups. Delivering the plan requires commitments across multiple areas, including capital investment on our estate, some targeted injections of dedicated resources, policy decisions and changes to our ways of working.

Climate and sustainability action is embedded across King's, steered by a central team led by the Assistant Principal (King's Climate & Sustainability) and sponsored by the Senior Vice President (Academic) and Senior Vice President (Operations). This work is supported by colleagues across our faculties and directorates, particularly our Staff Sustainability Champions and colleagues within the Directorate of Estates & Facilities who enable operational change.

The King's Climate & Sustainability Steering Group provides oversight, advocacy and accountability for the delivery of the Climate & Sustainability Action Plan. The Group is chaired by the Senior Vice-President (Academic) and core membership includes (Senior) Vice Presidents, Executive Deans, directors of various directorates, and general student and staff representatives.

The Steering Group is supported by three core Working Groups to help the University deliver on its education, research and net zero targets.

To achieve our net zero targets, we will explore internal carbon pricing to ensure climate impacts are given appropriate considerations in financial decisions. We will also carefully explore and evaluate opportunities for carbon capture, utilisation and storage to remove existing carbon from the atmosphere.

The actions within this plan are reassessed annually and updated to reflect changes in the world around us and the latest reporting requirements. A structured annual review process has been established along with continuous community input to ensure that objectives, targets and KPIs are up to date and our principles on climate and sustainability are embedded effectively in activities across King's. We will report annually on the progress against our interim and long-term targets, as well as the actions being taken. The King's community, including King's CAN, will be empowered to hold the University accountable for our targets and progress. Together, we will continue to scope new opportunities and continue to work on making the world a better place, in which our people and planet are respected.

Solar panels on the roof of Great Dover Street Apartments

6. Glossary

1.5˚C aligned: Target is aligned with scenarios that yield a long-term warming outcome of below 1.5˚C with some probability and some amount of overshoot.

Absolute zero: No greenhouse gas emissions are attributable to an actor's activities across all scopes. No offsets or balancing of residual emissions with removals are used.

BREEAM: Building Research Establishment Environmental Assessment Method, a sustainability assessment method and rating scheme for construction and refurbishment projects.

Carbon capture, utilisation and storage (CCUS): A process in which CO_2 is captured, used to produce a new product, and stored in a product for a climate-relevant time horizon.

Carbon dioxide (CO_2): One of the main greenhouse gases that contribute to global warming.

Carbon dioxide equivalent (CO_2e): The universal unit to indicate the global warming potential of all greenhouse gases, including gases such as methane and nitrous oxide, expressed in terms of the global warming potential of one unit of carbon dioxide.

EAUC: The Alliance for Sustainability Leadership in Education is the environmental and sustainability champion within Further and Higher Education in the UK and Ireland. They are a member association supporting universities and colleges across the UK and Ireland.

Greenhouse gas (GHG) emissions: Gases emitted from fuel combustion and other sources that contribute to the greenhouse effect and global warming. These include carbon dioxide, methane, nitrous oxide, ozone and chlorofluorocarbons.

Greenhouse Gas Protocol: Establishes comprehensive global standardised frameworks to measure and manage GHG emissions from private and public sector operations, value chains and mitigation actions.

Intergovernmental Panel on Climate Change (IPCC): The United Nations body for assessing the science related to the climate crisis.

Location-based emissions: The location-based method for calculating carbon emissions uses average carbon emission factors for each kWh of electricity we use, regardless of its origin or the tariff we have chosen. This means it does not take into account our purchasing of renewable electricity.

Market-based emissions: The market-based method for calculating carbon emissions takes into account the electricity we have purchased from renewable sources and assigns it zero carbon emissions. As King's directly purchases UK wind power, our carbon footprint is lower when using the market-based method.

Net zero: A state in which the greenhouse gases going into the atmosphere are balanced by removal out of the atmosphere.

Offsetting: Reducing GHG emissions (including through avoided emissions) or increasing GHG removals through activities external to an actor, in order to compensate for GHG emissions, such that an actor's net contribution to global emissions is reduced. Offsetting is typically arranged through a marketplace for carbon credits or other exchange mechanism. Offsetting claims are only valid under a rigorous set of conditions, including that the reductions/removals involved are additional, not over-estimated and exclusively claimed. Further, offsetting can only be used to claim net zero status to the extent it is 'like for like' with any residual emissions.

Power Purchase Agreement (PPA): A contract of sale of energy between an energy producer and customer.

Science-based/Paris-aligned: Target is aligned with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to well below 2˚C above preindustrial levels and pursuing efforts to limit warming to 1.5˚C, with no or low overshoot.

Science Based Targets initiative (SBTi): Science-based targets show companies how much and how quickly they need to reduce their GHG emissions to prevent the worst effects of the climate emergency.

Scope 1 emissions: Direct company owned or controlled emissions occurring at source.

Scope 2 emissions: Emissions associated with the production of energy consumed by a company.

Scope 3 emissions: Indirect emissions associated with company activities from sources not owned or controlled by a company.

Sink: A reservoir (natural or human, in soil, ocean and plants) where a GHG, an aerosol or a precursor of a GHG is stored.

SKA rating: An environmental assessment method, benchmark and standard for non-domestic fit-out construction projects led by the Royal Institution of Chartered Surveyors.

Sustainable Development Goals (SDGs): The 17 global goals for development for all countries established by the United Nations through a participatory process and detailed in the 2030 Agenda for Sustainable Development.

Times Higher Education Impact Rankings: A ranking developed to measure universities' contribution to the 17 UN SDGs, first published in 2019.

UK Universities Climate Network: A group of UK-based universities and research centres working together to contribute to the creation of a resilient, net zero world.

An invertebrate habitat supporting biodiversity at Guy's Campus

We invite you to feedback on our plans, raise new ideas and collaborate with us, and we encourage you to drive climate and sustainability action in your own environment.

You can contact us at sustainability@kcl.ac.uk

King's Climate & Sustainability Action Plan

Appendix A

The actions in this document work towards the targets set out this Climate & Sustainability Action Plan. They aim to both minimise our negative impacts, while maximising the positive impacts we can have in addressing the climate crisis. The actions have been co-created with students and staff through various networks, consultations and groups and will be updated regularly to ensure they remain relevant and ambitious.

★ The objectives, targets and/or KPIs with a star indicate a new addition or significant change to the previous version.

A key for the Responsible Owner column can be found below the table.

Energy consumption

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Energy consumption	★ Reducing scope 1 and 2 emissions and reaching net zero carbon.	★ Reduce scope 1 and 2 emissions by 25% by 2025 and 50% by 2030, reaching net zero carbon emissions by 2030.	Scope 1 and 2 carbon emissions reductions from a 2018-19 baseline.	7, 11, 13	E&F
	★ Developing a long-term Heat Decarbonisation Plan for King's directly managed estate, and integrate this into an up-to-date and regularly reviewed Carbon Management Plan.	★ Develop a new Carbon Management Plan and review it annually.	Availability of CMP and review dates on the website.	7, 11	E&F
		Review the Heat Decarbonisation Plan annually to ensure it incorporates any changes to legislation or KCL Energy and Carbon policy.	Availability of HDP and review dates on the website.	7,11	E&F
	Improving the energy efficiency of our estate by identifying opportunities and sourcing external funding, and supporting staff- and student-led projects.	Review external and internal funding opportunities and sources as part of the agenda at the Energy Risk Management Review meetings termly.	Number of funding opportunities identified.	7, 11, 4	E&F
			Amount (£) of funding secured.	7, 11, 4	E&F
			Availability of an internal energy fund.	7	E&F
		★ Develop a Carbon Accounting methodology for the estate.	★ Development of a carbon accounting methodology for the estate that includes scope 1, 2 and 3 emissions.	7, 11	E&F
		Train 100% of engineers on spotting energy efficiency opportunities by 2025.	Availability of training. % of engineers trained on energy efficiency.	7, 11, 13	E&F
	Undertaking feasibility assessments to increase the amount of onsite renewable energy generation.	Assess at least one potential site for onsite renewable energy generation per year.	Number of sites with renewable electricity generation.	7	E&F
		Assess potential sites for solar PV installations.	Number of sites with solar PV installations.	7	E&F
		Trial at least one other system to generate and store excess energy on campus by 2025.	Number of trials to generate and store energy.	7	E&F
	Increasing the amount of electricity supply covered by Power Purchase Agreements.	Assess opportunities to increase the percentage of our electricity baseload from PPAs annually.	% of electricity baseload purchased through PPAs.	7, 8	E&F
	★ Engaging with our partners (including our NHS Trust Partners) to decarbonise their operations.	★ Develop a joint action plan to reach net zero.	Regular meetings; availability of a joint action plan.	7, 11, 13, 17	E&F
	Reducing water consumption by developing a water reduction programme and engaging our community through campaigns.	Reduce water consumption by 2% per FTE per year.	m3 of water (per total FTE staff and student) consumed.	6, 11	E&F
		★ Increase the number of automatic meter readers (AMRs) on KCL water meters.	★ Number of AMRs on campus.	6, 11	E&F
	Developing low-energy/energy efficient computing guidelines.	Work with IT team to identify at least one energy saving opportunity per year.	Number of energy saving opportunities.	7, 16	IT
	Engaging students and staff in energy efficiency.	Develop regular communications to building users to share information on works being done.	Number of campus projects related to energy efficiency that have signage.	7	E&F
		★ Provide access to energy data to students and staff to ecourage work on dissertations, case studies and energy saving opportunites from the KCL community.	★ Accessibility of Energy Manager Live and availability of training.	7, 11	E&F
		Support at least one energy-related student or staff project per year.	Number of student projects proposed/supported.	7, 11, 4	E&F

Property and construction

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Property & construction	Embedding a whole life carbon approach in the university's Estates Strategy and campus masterplans decision-making, from design to end-of-life of the building.	All large capital projects to develop whole life carbon report by 2025, reported at strategic level (REOB/ESC).	Definition of large capital projects and availability of embedded carbon reports for these.	11	E&F
		Embed Sustainability targets and objectives into master planning and estates capital projects governance process.	Availability of sustainability targets and objectives in master planning documents and governance processes.	11	E&F
	Updating sustainable building design standards and embedding these into the project lifecycle from the procurement stage onwards.	Publish sustainable building design standard by 2024-25, including guidance on how to embed this at every stage of a project.	Availability of sustainable building design standard and guidance.	11	E&F
		BREEAM assessments carried out on all new buildings /major refurbishments as required by planning - New builds to achieve minimum "Excellent" - Major Refurbishments to achieve "Very Good".	% of projects receiving "Excellent" or "Very Good" ratings.	11	E&F
		All large-scale fit-out projects to apply King's Sustainability Guidelines and Checklist, or complete SKA assessment.	% of projects applying King's Sustainability Guidelines and Checklist, or completing SKA assessment.	11	E&F
	Updating capital planning and approval processes to ensure all capital decisions have a carbon assessment.	Develop guidance for carbon assessments in capital projects by the end of 2024-25.	Availability of guidance.	11, 13	E&F
		Assess 50% of projects for carbon in 2024-25, and 100% of projects in 2025-26.	% of projects which include carbon assessment.	11, 13	E&F
	Establishing clear guidelines for assessing, reporting, and reducing embodied carbon from our construction projects.	Develop guidelines for assessing, reporting and reducing embodied carbon by the end of 2024-25.	Availability of guidelines.	11, 13	E&F
		Train all project managers on these guidelines by 2024-25.	% of project managers trained.	11, 13	E&F
		Reduce embodied carbon in buildings by 50% between availability of methodology and 2040.	Tonnes of embodied carbon per square meter of building project.	11, 13	E&F
		Set targets for equitably sourced materials by 2024-25, along with a potential elimination of particularly carbon-intensive materials.	Availability of targets on building materials.	11, 13	E&F
	Including renewable energy generation feasibility in all new developments and major refurbishments.	All new developments and major refurbishments to include renewable energy generation feasibility by 2025.	% of projects including renewable energy generation feasibility.	7, 13	E&F
	Making our buildings climate-resilient by assessing the climate risk of our buildings and developing a plan to address these.	Develop King's approach for scoring climate risk to buildings by 2024-25.	Availability of scoring mechanism for climate risk.	11	E&F
		Assess all King's buildings for climate risk by 2024-25.	% of buildings scored.	11	E&F
		Develop action plans for buildings most at risk by 2025-26.	% of most at-risk buildings with action plan.	11	E&F
	Engaging local communities in sustainability improvements to our estate.	Develop approach of how to engage local communities in our estates projects by 2024-25.	Availability of plan to engage local communities.	11	E&F

Biodiversity

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Biodiversity	Ensuring the Biodiversity Action Plan is implemented and updated regularly.	Progress 50% of the remaining actions from the 2018-23 Biodiversity Action Plan in 2024.	% of actions carried out.	15	E&F
		Update and implement the Biodiversity Action Plan for 2024-25.	Availability of updated Biodiversity Action Plan.	15	E&F
		Expand the action plan with at least one new action per site.	% of sites with new actions.	15	E&F
	Increasing biodiversity across our campuses.	Liaise with at least 3 sector organisations annually to obtain donations of ecological support tools, funding and/or vegetation.	Number of organisations receiving donations from.	15, 17	E&F
		Explore installing a community garden at Denmark Hill in 2024.	Availability of community garden.	15	E&F
		Organise an annual tree planting event.	Number of trees planted and surviving one year on.	15	E&F

Purchasing and procurement

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Purchasing & procurement	Reducing emissions and improving sustainability of our supply chain.	Reduce supply chain emissions by 25% by 2025 and 50% by 2030, from a 2018-19 baseline.	Supply chain carbon emissions reductions from a 2018-19 baseline.	9, 12, 13	PS&S
		Aim for the top 100 suppliers producing most emissions to have carbon reduction targets by 2025.	% of top 100 emitting suppliers which have carbon reduction plans.	9, 12, 13	PS&S
		All key suppliers to meet or commit to King's supply chain assurance standards.	% of suppliers meeting or committing to King's supply chain assurance standards.	9, 12	PS&S
		Increase number of contracts delivering social value.	% of contracts which centre social value.	9, 12	PS&S
	Improving data and evaluation of supply chain sustainability.	Ensure sustainability KPIs are on the agenda for all supplier meetings by 2024-25.	% of supplier meetings which have sustainability KPIs on agenda.	9, 12	PS&S
		Identify the departments with the largest supply chain carbon footprint and work with them to make changes.	Number of engagements with departments.	9, 12, 13	PS&S
		Explore opportunities to work with sector to develop supply chain database to support suppliers to reduce their footprint by 2025.	Number of engagements with others in the sector.	9, 12, 13	PS&S; E&F
		Review carbon reduction targets in line with Scope 3 data analysis.	Availability of updated targets in the Climate & Sustainability Action Plan.	9, 12, 13	PS&S; E&F
		Audit our major electronics suppliers via our partnership with Electronics Watch.	Availability of audit and analysis of results.	9, 12, 13	PS&S
		Improve accuracy of our supply chain emissions data by developing updated methodology by 2024-25.	Availability of new methodology.	9, 12, 13	PS&S; KCS
	Reducing non-essential and unsustainable goods and services purchased and deliveries by establishing and enforcing a sustainable procurement policy which has 'reduce, re-use and recycle' at its heart.	Develop a tool to evaluate which purchases are essential by 2024-25, to avoid non-essential purchases.	Availability of tool to evaluate essential purchases.	9, 12	PS&S
		Produce guidance prioritising higher-quality products with longer lifespans and repair over replacements by 2025.	Availability of guidance.	9, 12	PS&S
		Identify carbon-intensive and unsustainable product categories and develop low-carbon, sustainable buying guides for these.	Availability of buying guides or list of more sustainable options.	9, 12	PS&S; E&F
		Explore one opportunity for using a product-service system per academic year.	Number of opportunities explored.	9, 12	PS&S
		Include delivery considerations in procurement procedures, for example by setting minimum amounts for deliveries.	Number of deliveries.	9,12	PS&S
	Identifying and developing (Living Lab) opportunities for King's students and staff to work with suppliers on sustainable supply chain projects.	Identify one Living Lab opportunity for students and staff to work on with suppliers per academic year.	Number of living lab projects available with suppliers.	4, 9, 12	PS&S; KCS
		Establish programme of supplier engagement events by 2024-25.	Number of supplier engagement events.	9, 12, 17	PS&S; KCS
	Making procurement of medical/lab equipment more sustainable.	Promote existing schemes to pay for the cost difference between ultra-low-temperature freezers with low energy efficiency and more efficient models at least once per year, and explore feasibility to extend to other equipment by 2024-25.	Amount of funding given to departments/laboratories.	12	RMID
		Investigate whether labs could share equipment to wash/sterilise to make it more financially feasible to use reusable alternatives to single-use plastics by 2024-25.	Number of pieces of shared washing/sterilisation equipment in labs.	12	RMID
		Join consolidated delivery project led by GSTT by 2024-25.	Membership of consolidated delivery project.	9, 12	PS&S; RMID
	Regularly reviewing and updating the Socially Responsible Procurement Policy and ensure compliance with it.	Review Socially Responsible Procurement Policy in line with policy review cycle.	Date of last policy review.	9, 12	PS&S
		Report on socially responsible procurement targets annually.	Availability of public report on targets (either in Environmental Sustainability Report, or wider social impact report).	9, 12	PS&S
		Increase awareness of the Socially Responsible Procurement Policy internally and externally.	Number of events, inductions, trainings, communication materials and other that include reference to the policy.	9, 12	PS&S

Waste management

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Waste management	Resourcing and carrying out the actions captured in the 2021-24 Waste and Resource Strategy and Action Plan.	Achieve actions set out within 2021-24 within the set timeframes.	% of actions within Waste and Resource Strategy and Action Plan achieved on time.	12	E&F
	Reducing waste across campuses.	Reduce total annual operational waste produced by the university (excluding construction) by 30% by 2024 compared to 2017-18 baseline.	Tonnes of operational waste.	12	E&F
		Reduce food waste per capita by 50% by 2030 compared to 2018-19.	Tonnes of food waste per FTE.	12	E&F
	Increasing recycling rates across campuses.	Achieve average recycling rate of 60% in 2024.	% of waste going to recycling, anaerobic digestion or reuse.	12	E&F

Food

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Food	Implementing the Sustainable Food Policy and Fairtrade Policy across all campuses and in our catering, prioritising plant-based, local, seasonal, organic and ethically sourced food.	Review and report on Sustainable Food Policy and Fairtrade Policy within policy review cycle.	Date of last policy review.	8, 12, 15	KF
		Maintain 3* Sustainable Restaurant Association rating in annual submissions for King's Food.	Number of SRA stars.	8, 12	KF
		Implement the 'Menus of Change' principles where environment-friendly items are sourced first, and the menu is written thereafter.	Percentage of menus adopting the principles.	3, 8, 12	KF
		Create a new Fairtrade and ethical trade action plan in 2024-25, increasing procurement of products that are Fairtrade at the minimum and organising campaigns on ethical trade.	Availability of action plan. % of products that are Fairtrade or equivalent standard. Number and impact of relevant campaigns.	8, 12	KF
	Encouraging sustainable food choices and limiting food waste through behavioural change campaigns and strengthened communications about related initiatives.	65% of restaurant choices to be plant-based each academic year.	% of restaurant choices which are plant-based.	12	KF
		Organise at least one behavioural change campaign per academic year to encourage more sustainable dietary choices and habits.	Number of behavioural change campaigns to encourage more sustainable dietary choices and habits per year.	12	KF; KCS
		Continue quarterly meetings of Fairtrade and Sustainable Food Steering Group, which is open to students and staff.	Frequency of meetings of the Fairtrade and Sustainable Food Steering Group.	12	KF; KCS
		Communicate about sustainable food initiatives at least once per term through Sustainability channels.	Availability of sustainable food communications from sustainability team.	12	KCS
	Developing climate food labelling taking into consideration the ingredients' carbon footprint and food system justice.	Display sustainability rating of food choices on menus by 2024-25.	Availability of rating on menus.	12, 13	KF
	Establishing King's Food as a Living Laboratory for Food, Health and Sustainability Research.	Set up King's Food Living Laboratory Research Network for interdisciplinary collaborations and knowledge exchange, a student projects hub and practice-based learning opportunities.	Availability of network.	3, 12, 13	KF
	Limiting food-related waste by improving our data, scoping opportunities for local small-scale composting and ensuring food waste bins are available across all campuses.	Monitor and report on food waste data every academic year.	Amount of food waste per year.	12	KF
		Track number of on-campus composting schemes annually.	Number of campus composting schemes.	12	KF
		Continue providing food waste caddies at all buildings with King's-managed waste streams.	% of buildings with food caddies available.	12	KF
		Continue to discuss opportunities to reduce packaging or replace with recyclable alternatives at least annually.	Number of discussions related to packaging.	12	KF
		Explore implementing a deposit return scheme at King's Food outlets by 2024-25.	Availability of pilot.	12	KF

Student end-of-term travel

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Student end-of-term travel	Establishing a reliable methodology for estimating travel emissions from international student travel.	Establish methodology for estimating end-of-term travel emissions by 2024-25.	Availability of methodology.	13	KCS
		Set baseline for estimated emissions associated with student end-of-term travel by 2024-25.	Tonnes CO2e of emissions from end-of-term travel.	13	KCS
	Engaging with students around understanding their travel carbon footprint and enabling them to take action to reduce their overall carbon footprint.	Hold regular consultation events with international students on travel.	Number of consultation events per year.	13	KCS
	Working with students to identify what community-building activities and programmes could support a reduction in air travel during short holidays.				
	Piloting a slow travel programme to connect students with similar journeys to travel together to make longer, more sustainable journeys more enjoyable and	Explore funds to support a slow travel programme.	Availability of fund.	13	KCS
		Hold pilot in 2024-25.	Number of students taking part in pilot.	13	KCS

Business trips

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Business trips	Reducing business travel emissions by 30% by 2025 and 50% by 2030, from a 2018-19 baseline.	Develop a plan to significantly reduce 'non-essential' travel.	Business travel carbon emissions reductions from a 2018-19 baseline.	13	PS&S
★		Work towards no longer permitting air travel within mainland UK and to destinations that can be reached within 5 hours by low-carbon alternatives, excluding a set of exceptional circumstances.	Tonnes CO2e from UK mainland air travel and air travel to nearby European destinations reduced by 95% compared to 2018-19.	13	PS&S
		Publicly report on our business travel emissions annually.	Availability of annual reporting.	13	PS&S
★		Explore and pilot the implementation of departmental carbon budgets for travel by 2024-25.	Availability of plan and pilot.	13	PS&S
★	Regularly reviewing and updating King's Travel Policy and Procedures and ensuring compliance with it.	Review Travel Policy in line with policy review cycle.	Date of last policy review.	13	PS&S
		Reframe Travel Policy as 'Sustainable Travel Policy' in 2024. *	Availability of policy with new title.	13	PS&S
★		Develop a change management plan to support the necessary behavioural and cultural change needed to enforce the changes.	Availability of plan.	13	PS&S
★		Develop a process to monitor and enforce the changes.	Availability of process.	13	PS&S
★	Educating King's students and staff on King's travel policies and their responsibilities.	Develop a communications and engagement plan to educate students and staff on sustainability considerations when travelling.	Availability of plan.	13	PS&S
		Increase awareness of the policies which allow rail travel even where it is more costly than the equivalent flight, and encourage staff to use land-based travel.	Number of events, inductions, trainings, communication materials and other that include reference to the policy.	13	PS&S
★		Update sustainable travel guidance with a travel decision tree and travel hierarchy, prioritising video conferencing and land-based travel.	Travel policy, travel procedure and sustainable travel guide updated.	13	PS&S
		Include travel policy in all staff inductions by 2024-25, highlighting its sustainability elements.	Inclusion of travel policy in staff inductions.	13	PS&S
	Engaging with our travel provider to make international train journeys easier to book and provide information on sustainable travel to our most common destinations.	Continue working with our travel providers to align our sustainable policies with their booking procedures.	Number of places where sustainability is integrated in their booking procedures.	13	PS&S
	Working with the sector to change the system and reduce the need for air travel.	Engage with at least one grant provider on offsetting or travel per academic year.	Number of engagements with grant providers.	13, 17	RMID
		Identify and engage with at least one King's partner per academic year to share approaches to reduce 'non-essential' travel.	Number of engagements with King's partners on travel.	13, 17	PS&S
		Engage with sector-wide networks and other universities on travel at least once per year.	Number of engagements with sector networks and other universities on travel.	13, 17	PS&S
★		Engage with internal and external academics whose promotions may be tied to attending conferences.	Number of engagements with academics.	13,17	PS&S

Commuting

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Commuting	Maximising environmental benefits from changes to our ways of working while ensuring that emissions are not transferred from campus to the home.	Annually report on homeworking emissions.	Availability of homeworking emissions report.	11, 13	E&F; F
		Engage with supplier of software to establish the most sustainable approaches to using their applications by 2024-25.	Number of engagements with suppliers.	11, 13	IT
	Encouraging low-carbon transport by continuing to improve on-campus cycling facilities and supporting active travel initiatives.	Increase and improve on-campus cycling facilities each year, including number of bicycle parking spaces across the estate.	Number of bike parking spaces and other cycling facilities.	3, 11, 13	E&F
		Improve satisfaction with cycling facilities by 2025 compared to 2018/19.	Satisfaction with facilities in travel survey in 2024-25.	3, 11, 13	E&F
★		Continue encouraging active travel via King's Move app and other King's Sport & Wellness activities.	Number of people on King's Move app. Number of activities related to active travel.	3, 11, 13	E&F
	Engaging with others to advocate for improved London-wide active travel facilities and public transportation options.	Engage with local councils on transport at least once per academic year.	Number of engagements on transport with councils.	3, 11	E&F
★	Supporting clean air around campus and the use of electric vehicles.	Implement or support at least 2 clean air initiatives per year.	Number of initiatives implemented or supported.	3, 11	E&F
		Continue procuring electric university-owned road vehicles when replacement is needed.	Number of electric vehicles owned by the university, number of non-electric vehicles owned by the university.	11	E&F
		Increase number of charging points across all campuses by 2025.	% of campuses with charging points. Number of electric vehicle chargers available. Availability of report on electric vehicle chargers for staff use.	11	E&F
		Switch fuel for off-road sportsground vehicles to biofuel by 2025.	% of fuel for off-road vehicles purchased as biofuel.	11	E&F

Students and education

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Students & education	Embedding Education for Sustainability (EfS) into the formal curriculum across all King's educational programmes.	Adopt an EfS model characterising and clarifying the different learning and engagement opportunities for King's students in relation to sustainability.	Availability of model.	4, 11	KCS
		Develop toolkit to support staff to embed climate change and sustainability into their teaching by 2024-25.	Availability of toolkit for educators. Number of downloads or page views of toolkit.	4, 11	KA; KCS
		Develop and deliver a programme of EfS CPD training for academic teachers, collectively using internal experience and expertise to co-design and facilitate learning.	Availability of programme. Number of training sessions and participants.	4, 11	KA; KCS
		Integrate EfS into the curriculum design framework and toolkit at King's by 2024-25.	Availability of curriculum design framework and toolkit with references to EfS.	4, 11	KA; KCS
		Set up a Community of Practice by 2024-25 with members from all faculties (and eventually, all departments) to further embed sustainability into degrees and scope opportunities to develop interdisciplinary approaches to Climate & Sustainability.	Number of active members of Community of Practice.	4, 11, 13	KCS
		Scale up Living Lab for Sustainability projects as part of the formal curriculum (such as the Sustainability in Practice or KBS Managing and Leading Sustainability modules) where students tackle local challenges by using the university and local communities as a testbed.	Number of Living Lab projects offered to students.	4, 11	SED
		Develop a methodology supported by the use of AI tools to annually map and report on EfS progress.	Availability of methodology and annual reports.	4, 11	KCS
		Develop an action plan in 2024 based on the findings from the EfS curriculum audit.	Availability of EfS action plan.	4, 11, 13	KCS
		Explore applying for SOS-UK Responsible Futures accreditation.	Achievement of accreditation.	4, 11, 13	KCS
	Ensuring all students have the opportunity to learn about climate change and sustainability through optional learning opportunities.	Develop the Climate & Sustainability theme and 15-credit module as part of King's Flex, which all undergraduate students will have access to.	Number of students participating in the Climate & Sustainability theme of Flex.	4, 13	VCST
		Continue to make the online KEATS Sustainability & Climate module and Sustainability Seminar Series available to all students and staff, enrolling at least 1,000 participants and at least 300 completing the module every year.	Number of students and staff enrolled in KEATS module. Number of seminar attendees.	4, 11, 13	KCS
		Rolling out Carbon Literacy across the university to help our students, staff, suppliers, partners and local communities become carbon literate.	500 students and staff trained on carbon literacy by the end of 2024-25.	4, 11, 13,	KCS
	Offering volunteering and research opportunities for students around climate and sustainability.	Maintain an active, annual dialogue with KCLSU and the different clubs and societies to ensure sustainability is considered across all activities.	Number of meetings with KCLSU and societies.	4, 11	KCS
		Offer sustainability-related research opportunities as part of King's Undergraduate Research Fellowship (KURF).	Number of research topics offered related to sustainability.	4, 11	KCS
		Embed sustainability in King's Civic Leadership Academy and King's Civic Challenge to support students in becoming sustainability leaders.	Number of students involved in sustainability projects as part of King's Civic Leadership Academy and King's Civic Challenge.	4, 9, 11, 13, 17	IES;SSTP
	Integrating sustainability employment opportunities and ethical principles and values into King's Careers & Employability (KC&E) support.	Develop plan to further promote and support careers in climate and sustainability fields and roles by 2024-25.	Availability of plan.	4, 8, 11, 13	KC&E
		Develop Sustainable Global Experiences project between KC&E and Global Mobility providing internationally-focused experiential mobility for under-represented undergraduates.	30 students virtually, 30 students in-person in 2024.	4, 8, 11	GM; KC&E
		Embed sustainability throughout all themed careers weeks and continue hosting a sustainability-themed careers week annually.	Number of careers events related to sustainability.	4, 8	KC&E
		Regularly review and develop KC&E KEATS content and sector guides covering careers in sustainability & climate.	Availability of updated sustainability careers guidance.	4, 8	KC&E
		Develop a suite of virtual work-related learning projects aligned to SDGs and focused on sustainable business development.	Number of students participating in King's Careers & Employability Insights Programme.	4, 8	KC&E
		Embed and maintain ESG guidance and employer sustainable practice nudges in Employer Joining Instructions sent to all employer attendees of careers events at King's, including nudge to determine the carbon footprint of attending an event.	Availability of ESG guidance and % of employer attendees sent to.	4, 8	KC&E
		Develop guidance and partnerships to encourage employers to procure sustainable products to giveaway at careers fairs.	Partnership with Streamline (under SRA) developed.	4, 8	KC&E
		Host annual Climate & Sustainability Networking Night showcasing live employer opportunities and graduate roles to King's students.	Annual event hosted.	4, 8	KC&E
		Review and report on the impact of our careers activity through a sustainability lens annually, in line with our Sustainable Recruitment Alliance pledge.	Availability of annual reports.	4, 8	KC&E

Students & education	Expanding sustainability-related educational offering, including online programmes and short courses.	Expand research-enhanced PGT (including online programmes) and Executive Education.	Number of programmes available.	4, 11, 13	KCS
		Explore opportunities for offering the KEATS Sustainability & Climate Module externally with the help of required resources, e.g. through Circle-U and King's Online.	Availability of public online module. Number of learners taking public online module.	4, 11, 13	KCS
		Include climate and sustainability in at least one Widening Participation project per year.	Number of projects related to climate and sustainability.	4, 10, 11	SED
		Include climate and sustainability in King's Summer Programmes annually.	Number of events related to climate and sustainability.	4, 11	SED

Community & engagement

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Community engagement	Listening and responding to the evolving needs and challenges of our local communities around climate change and sustainability.	Discuss climate and sustainability with at least 5 local organisations per year.	Number of meetings. Number of organisations involved.	11, 13, 16, 17	KCS
		Take part in at least one enviromental local community project per academic year.	Number of local community projects taken part in.	11, 13, 16, 17	KCS
		Create a fund to support initiatives that target climate action in our communities by 2024-25.	Availability of fund.	11, 13, 16, 17	KCS
		Invite regular feedback to our Climate & Sustainability Action Plan from our external community, as part of annual community projects.	Number of community partners/members invited to feed back.	11, 13, 16, 17	KCS
		Identify 5 climate and sustainability focused service opportunities for students per academic year with local organisations and schools.	Number of projects with partner organisations available.	11, 17	KCS
	Sharing our findings and experiences of climate action by ensuring public access to climate change and sustainability information.	Publish Climate Action Network methodology in 2024.	Availability of methodology.	13, 17	KCS
		Regularly update public climate & sustainability website, summarising research, education and projects.	Frequency of website updates.	13, 17	KCS
	Strengthening collaboration with the sector and local councils to share best practices and challenges, and develop projects together.	Engage with sector-wide networks (such as LUEG, EAUC and LUPC) and other universities at least once per term.	Number of engagement activities with networks or other universities.	17	KCS
		Engage with each neighbouring local council at least once per academic year on climate and sustainability.	Number of engagement activities with councils.	11, 13, 17	KCS; E&F
	Building reputation and visibility of King's Climate & Sustainability and its impacts for internal and external audiences.	Establish an integrated communications and engagement strategy by 2024.	Availability of strategy.	4, 11	KCS
		Organise a series of public events with internal and external experts, including continuing the Sustainability Seminar Series.	Number of public events.	4, 11	KCS
	Advocating for climate justice and sustainability, including raising awareness of the impact of the climate emergency on rising forced displacement figures, in our partnerships and exploring our role in supporting transitions in the Global South.	Embed climate and sustainability into new MoUs by 2025.	Inclusion of climate and sustainability in MoUs.	10, 11, 13, 16, 17	VCST
	Offering engagement opportunities for King's students and staff around climate and sustainability.	Offer at least 600 hours of engagement opportunities every academic year.	Number of hours of engagement opportunities.	4, 8, 11	KCS
		Run the Climate Action Network annually to engage the King's community in our climate action process.	Number of members and meetings.	4, 11, 16	KCS
		Organise King's Climate & Sustainability Month annually, offering all those involved an opportunity to learn, connect and take action.	Number of attendees across the month.	4, 11, 16	KCS
		Support the King's community in working with creative methods to enable innovative approaches to climate action, research and community building.	Number of staff and students engaged.	3,4,9,11	KC
		Run at least one behaviour change campaign per year, starting with travel in 2024 and waste in 2024-25.	Number of campaigns per year and engagement with them.	4, 11	KCS
		Re-establish Sustainability Projects Fund in 2024 and run annually to support projects working towards the sustainability of King's.	Number of projects funded and amount of funds offered.	4, 9, 11	KCS
	Engaging and training staff on sustainability.	Maintain and grow the staff Sustainability Champions programme (Green Impact).	Number of Champions and awards achieved.	11, 13, 16	KCS
		Develop mandatory sustainability training on our compliance E-learning system and optional training via Skillsforge.	Availability of training. Number of staff annually completing the trainings.	11, 13	KCS
		Minimum 90% of eligible E&F staff to complete Fit for King's sustainability module within 12 months from induction.	Number of E&F staff completing the module.	11, 13	E&F
		Encourage staff to use their service time for sustainability-related volunteering opportunities.	% of staff using their service time for sustainability-related volunteering opportunities.	11, 13, 16, 17	KCS

Sustainability research

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Sustainability research	Developing distinctive and competitive interdisciplinary research programmes.	Launch the Centre for Sustainable Business (CSB) and develop the profile and impact of the CSB and Net Zero Centre, with each leading to new funding proposals and delivering new external links by 2024-25.	Centre for Sustainable Business launched. Number of funding proposals of research centres. Number of external links of research centres.	7, 9, 12, 13, 17	KCS; KBS; NMES
		Achieve an upward trend in multidisciplinary and strategic applications, supported by (a) continued development of the seed fund and (b) a programme of at least three interdisciplinary workshops, and (c) general research development support.	Delivery of workshops, with suitable scope and participation. Succesful seed funding for distinctive and multidisciplinary proposals and partnerships. Growth in grant applications. Growth in successful applications.	9, 13, 17	KCS; RMID
	Attracting and developing research talent to align with King's multidisciplinary strategy.	Complete an initial programme of consultation with faculties.	Number of consultations with faculties.	9, 13, 17	KCS
		Begin a first wave of recruitments for senior research leaders and Early Career Researchers (ECRs) with first decisions by Summer 2024. Plan second wave of recruitments for 2024-25.	Number of new recruitments.	9, 13, 17	KCS
	Building external partnerships, reputation and visibility.	Build external profile through events, communication support, and outreach.	Number of events. Reach of communications. Connections made via outreach.	9, 11, 13, 17	KCS
		Develop and plan for a first King's open symposium or conference in one of our strategic multidisciplinary areas in 2024-25.	Attendance at symposium/conference.	9, 11, 13, 17	KCS
		Promote 'One King's' approaches to connect research with climate action, cultural and public engagement, education, and more.	Growth in active research partnerships and knowledge exchange partnerships. Events and exhibitions on Strand-Aldwych and Science Gallery London platforms.	4, 11, 13, 17	KCS
	Fostering a better connected and supported research community.	Organise and support networking.	Number of and attendance at networking events organised.	11, 13, 17	KCS
		Review and develop internal networks and communications.	Availability of review and number of actions taken as a result.	11, 13, 17	KCS
		Establish climate and sustainability research network for PhD students.	Level of activity, including number of events and participation.	11, 13, 17	KCS
	Promoting sustainability within research operations.	Continue expanding cold storage strategy to reduce energy use of freezers and fridges.	Availability of cold storage strategy and number of actions successfully implemented.	7, 11, 13	RMID
		Achieve 100% participation in LEAF among King's laboratories by 2024.	100% of King's laboratories areas taking part in LEAF programme.	9, 11, 13, 17	RMID
		Freezer exchange scheme: develop plans for sharing equipment, consolidation and end of cycle (Stratocore, RIF funding).	Availability of plan for sharing equipment. Number of pieces of equipment being shared.	11, 17	RMID
		Run sustainability training for lab researchers annually.	4 workshops during 2024: Cold storage, Waste management, LEVs (Fumehoods & MSI), Lab best practices (3R).	4, 9, 11, 13, 17	RMID; KCS; E&F

Responsible investment

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Responsible investment	Updating and regularly reviewing our Ethical Investment Policy with input from King's staff and students, increasing ambition where possible.	Review Responsible Investment Policy in line with policy review cycles, engaging King's students and staff in reviews.	Date of most recent policy review. Number of student and staff consultation opportunities during reviews.	9, 13, 16 9, 13, 16	F F
	Continuing our work to go beyond the 40% responsible investment target.	Set new responsible investment target in 2024.	Availability of new responsible investment target.	9, 11, 16	F
	Encouraging more transparency and accountability by sharing divestment targets and progress, and publicly publishing a breakdown of King's investments.	Publicly share list of investments on the website annually.	Availability of publicly available list.	9, 11, 16	F
	Engaging with our two main pension funds to encourage them towards divestment from fossil fuels and responsible investment reflecting environmental, social, and governance (ESG) considerations.	Create dialogue with other UK universities on both USS and SAUL divestment annually.	Number of universities in conversation about divestment.	13, 16	F
	Exploring implementing internal carbon pricing to better align financial decision-making criteria with King's climate action goals.	Explore carbon pricing via the Net Zero Operations Working Group and/or Carbon Offsetting Working Group by 2024-25.	Availability of working group and ToR, and number of meetings.	11, 13	KCS; E&F
		Develop internal carbon pricing guidance by 2025-26.	Availability of guidance.	11, 13	E&F; VCST
		Include internal carbon pricing in all whole life carbon reports by 2025-26.	% of projects which include carbon pricing in carbon assessment.	11, 13	E&F

Philanthropy

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Philanthropy	Carrying out scoping and business planning.	Develop philanthropy strategy and case for support development in 2024.	Paper on developing climate and sustainability propositions for philanthropy.	8, 9, 17	F&SD; KCS
		Develop set of philanthropic propositions for donor engagement in 2024.	3-4 propositions on climate and sustainability.	8, 9, 17	F&SD; KCS
	Cultivating and engaging prospects.	Identify prospect pipeline across relevant income streams (e.g major donors, trusts, corporates, or annual giving).	Number of prospects identified.	8, 9, 17	F&SD
		Qualify and cultivate prospect pipeline.	All prospects evaluated and prioritised.	8, 9, 17	F&SD
		Scope stewardship and recognition opportunities.	Number of opportunities identified.	8, 9, 17	F&SD
	Carrying out solicitation and implementation.	Develop asks for prospects in late cultivation.	Number of asks to donors.	8, 9, 17	F&SD

Governance

Impact area	Objective	Target	KPI	Related SDGs	Responsible Owner
Governance	Embedding sustainability into all levels of campus operations, and ensuring compliance with all environmental legislation.	Maintain Environmental Management System certified to ISO14001:2015 standard, externally audited annually.	Validity of ISO14001:2015 certificate.	11, 16, 17	E&F
		Achieve a reportable environmental pollution incident rate of zero.	Incident rate.	11, 16, 17	E&F
	Recruiting Professional Services staff to drive progress towards the King's Climate & Sustainability Action Plan.	Establish the core Climate & Sustainability team and recruit posts across directorates by 2024-25.	Number of advertised posts filled.	8, 13	VCST
	Strengthening climate and sustainability governance at all levels of King's.	Establish regular running of Climate & Sustainability Steering group and Education, Research and Net Zero Working Groups with student and staff representation.	Number of meetings scheduled per annum.	11, 16, 17	VCST
		Working Groups to set baselines, review objectives and establish priorities for relevant workstream and impact area.	Availability of baseline measures and workstream implementation plan.	11, 16, 17	VCST
		Invite external experts/stakeholders to the Steering Group meetings.	Number of Steering Group meetings with external stakeholder representation.	11, 16, 17	VCST
		Train 100% of University Executive and Council on carbon literacy by 2024-25.	% of University Executive and Council trained on carbon literacy.	11, 16, 17	VCST
		Review sustainability impacts through relevant governance/committee papers and map College committees that need to review ToR and agendas to address issues relating to sustainability.	Availability of review and mapping.	13, 16	KCS
		Include climate & sustainability into directors' and staff members' duties and embed accountability into PDRs.	% of duties and PDRs that include climate and sustainability considerations.	11, 16, 17	VCST
		Annually review the King's Strategy 2026 Goal 4 (Sustainability) KPI.	Review of metric: Carbon Emissions per FTE (Total Scope 1 and Scope 2 Carbon Emissions divided by total Staff and Student FTE).	13, 16	KCS; F
	Reviewing the King's Climate & Sustainability Action Plan annually.	Relevant directorates to have ownership over Climate & Sustainability Action Plan review sections (including Estates & Facilities, Procurement, Finance, Food).	Number of directorates directly involved in Action Plan review.	13, 16, 17	KCS
		Involve the King's community in the annual Climate & Sustainability Action Plan review, embedding their ideas and priorities.	Number of consultations.	11, 13, 17	KCS
		Ensure transparency by explaining big changes to the Climate & Sustainability Action Plan, targets, and the update process.	Availability of cover note and communications.	11, 13, 16, 17	KCS
		Regularly report on sustainability activity and progress to University Executive, including determining reporting process through Strategy 2026.	Availability of annual reports.	13, 16	KCS
		Review key targets (including emissions, waste and water reduction) on a regular basis and assess target status.	Number of reviews per year and RAG ratings of targets.	13, 16	KCS; E&F
	Developing a net zero business case, including an institutional approach to offsetting.	Develop net zero business case including costings and payback periods.	Availability of net zero business case.	8, 13	KCS; F; VCST
		Develop and publish King's offsetting policy by 2024-25.	Availability of offsetting policy.	13	KCS; E&F
		Explore and evaluate opportunities for carbon capture, utilisation and storage to remove existing carbon from the atmosphere.	Number of opportunities explored.	13	KCS; E&F

Key

E&F	Estates & Facilities
EE	Employer Engagement
F	Finance
F&SD	Fundraising & Supporter Development
GM	Global Mobility
IES	International, Engagement & Service
KA	King's Academy
KBS	King's Business School
KC	King's Culture
KC&E	King's Careers & Employability
KCS	King's Climate & Sustainability
KF	King's Food
NMES	Faculty of Natural, Mathematical & Engineering Sciences
PS&S	Procurement Strategy & Services
RMID	Research Management and Innovation
SED	Students & Education Directorate
SSTP	Student Success Transformation Programme
VCST	Vice Chancellor's Senior Team