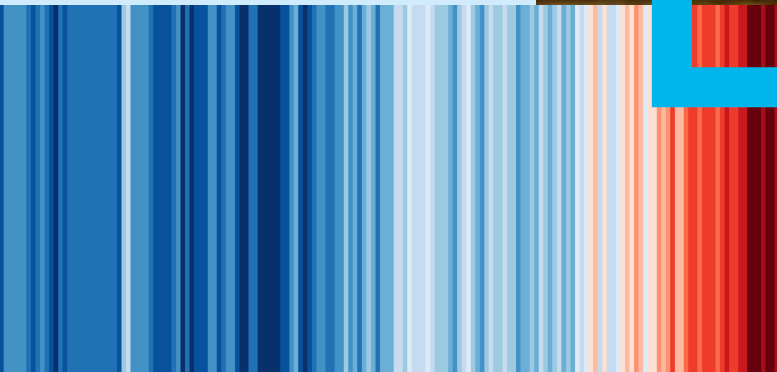


**CLIMATE &
SUSTAINABILITY**
Action Plan





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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.

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1. Introduction

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 crisis while working towards our vision of making the world a better place. We have been taking action on sustainability and climate change 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.

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 will regularly update and review this plan.

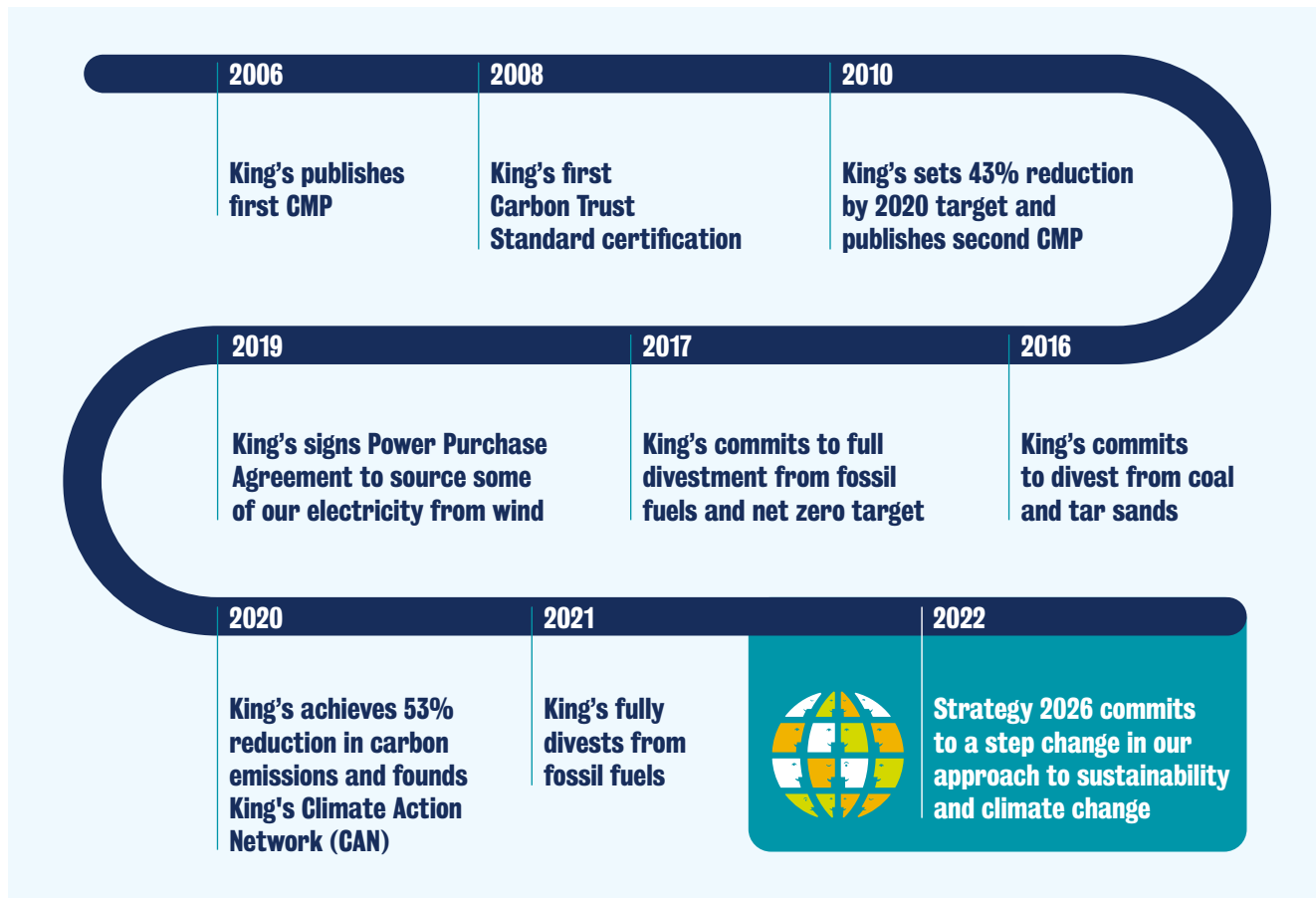
Minimising our emissions	Direct control	Energy consumption Property and construction Carbon sinks
	Indirect control	Purchasing and procurement Waste management Food Travel (business trips, commuting and homeworking, student end-of-term travel)
Maximising our positive impact	Through our core work	Students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





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.

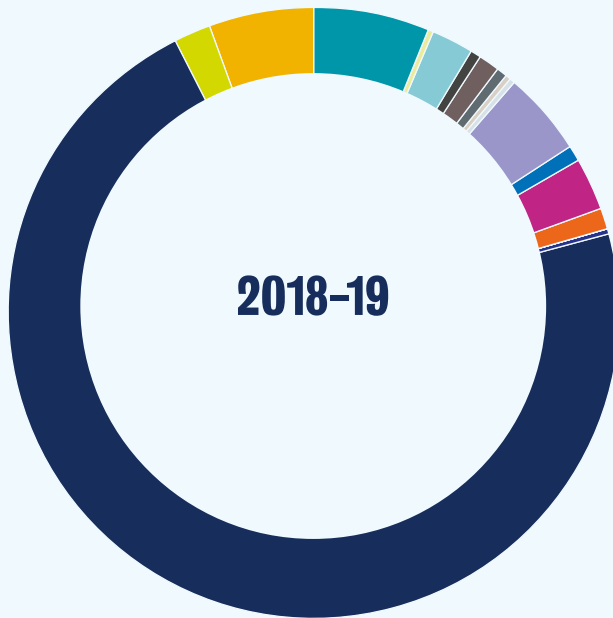
Our students and staff played an important role in this, from taking part in our Sustainability Champions scheme in offices and laboratories to joining and setting up their own sustainability initiatives.

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 CO₂e)



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.

We are rapidly scaling our response to the climate emergency through transformative 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 climate change 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 will be led and governed by senior leaders across King's, ensuring its principles are embedded in activities throughout the university.

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.

	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 will require offsetting some of our carbon emissions. We will work across King's 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.

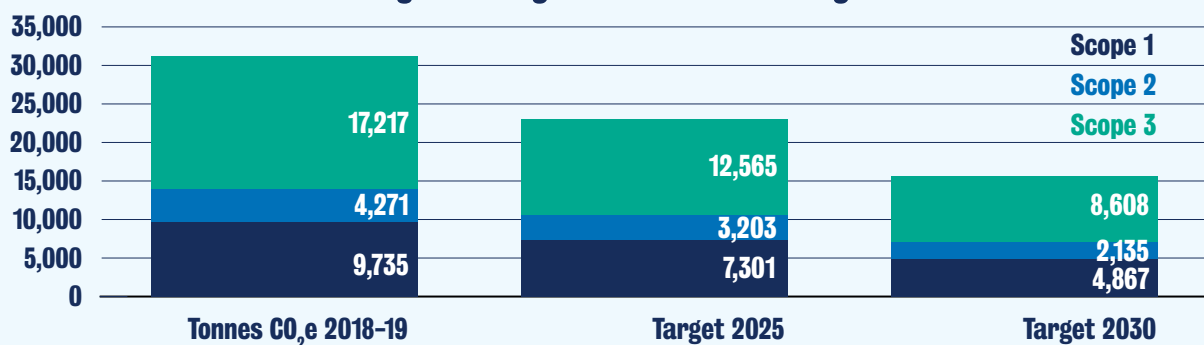
4.1. Actions to minimise our negative impact

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.

Our journey to net zero by 2030





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 reduce water consumption and develop the infrastructure to switch our current university vehicles to fully electric vehicles.

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. To achieve this, we will explore internal carbon pricing to ensure climate impacts are given appropriate considerations in financial decisions.

Recognising that our estate is likely to see impacts of climate change 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. Carbon sinks and biodiversity

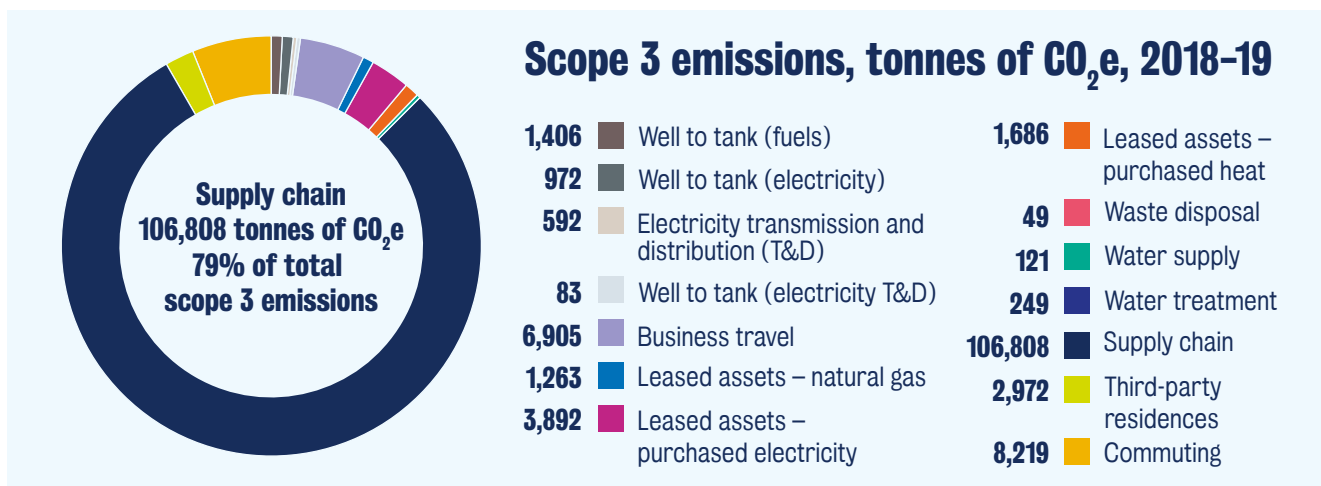
While most of our estate is urban, there are opportunities to foster biodiversity and improve green spaces that can act as natural carbon sinks while improving our community's wellbeing. Our Biodiversity Action Plan was developed in 2018 to identify and act on these opportunities. The plan focuses on 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. We will also carefully explore and evaluate opportunities for carbon capture, utilisation and storage to remove existing carbon from the atmosphere.

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

Our supply chain represents the university's largest single source of emissions. 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.





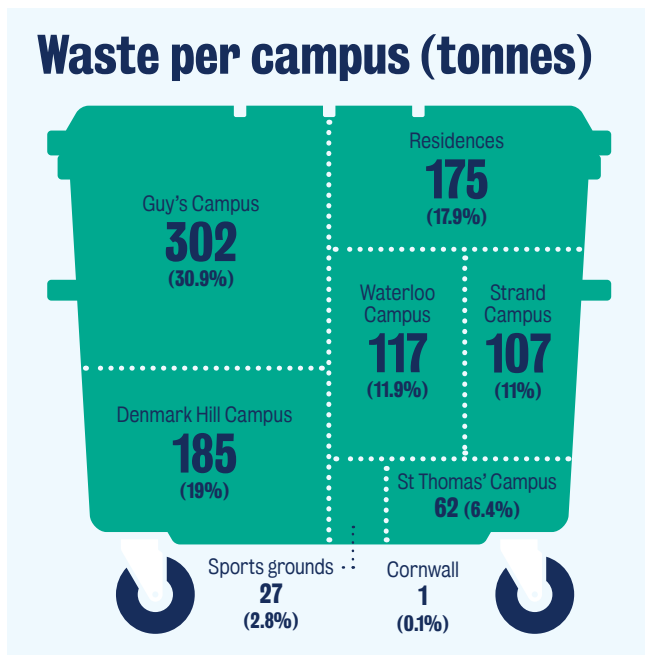
Active management of our procurement emissions doesn't just have a significant carbon impact; engaging with our thousands of suppliers can also support wider aims such as providing social value, sourcing from small and social enterprises, eradicating modern slavery in our supply chain and reducing waste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

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 recycling nearly 65% of operational waste 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 increasing recycling to 75% 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.

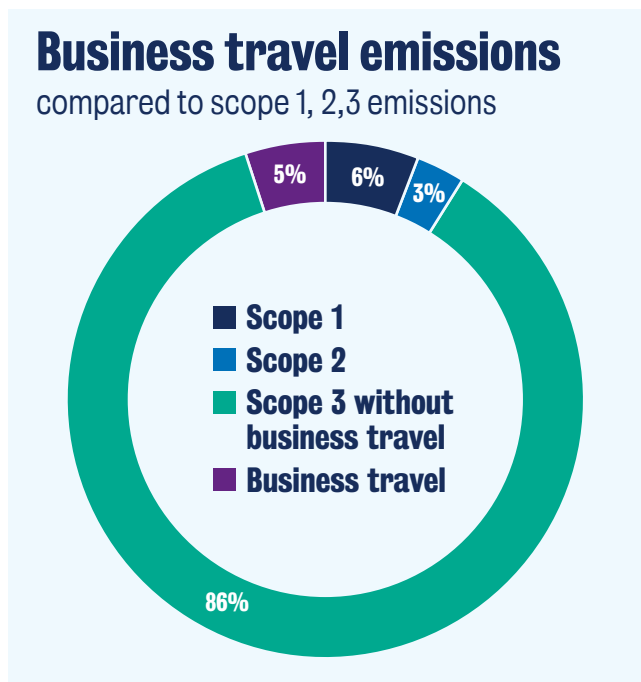
To support our supply chain targets, we will continue this work, ensuring our Sustainable Food Policy and Fairtrade Policy are implemented and prioritising plant-based, local, seasonal, organic and ethically sourced food. We will encourage sustainable food choices, develop climate food labelling and reduce 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.

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. We will also work towards ceasing air travel within mainland UK and raise awareness of policies that allow 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.

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 climate change 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 climate change and sustainability as part of their formal education. We are embedding climate change and sustainability into university strategies and plans on education, with appropriate resources set aside to deliver on this commitment. To give students the skills to address climate change, we will develop training on carbon literacy, scale up living lab projects, work towards making the online Climate & Sustainability module a credited module, and explore a Climate & Sustainability Leadership Academy, which will support students in becoming sustainability leaders. To achieve this, we will 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 climate change and sustainability 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 climate change responses 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.

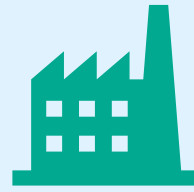
To address the impact of research itself, we aim to extend our Laboratory Efficiency Assessment Framework to 100% of laboratories at King's.

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)



**Fully
divested
from all
fossil fuels**

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 committed to increasing our investments with socially responsible benefits to 40% by 2025.

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 climate change.

To amplify our work to address climate change and support others in taking action, we will carry out listening campaigns on climate change and sustainability. 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.



4.3. 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 climate change without racial, social and intergenerational justice. Climate change 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, climate change 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.



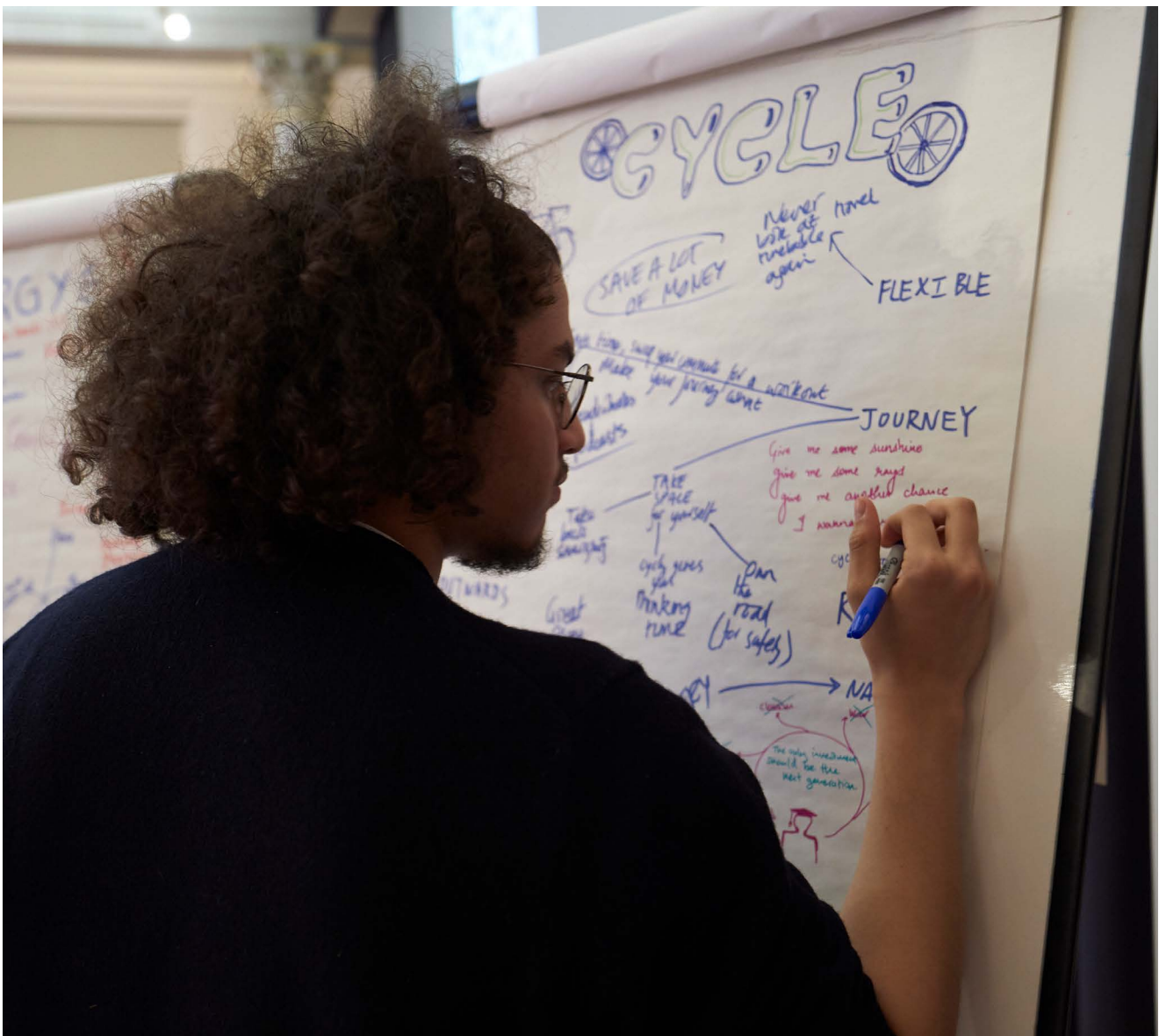
Students contribute to the 'Wall of Hope', part of King's Culture Climate Collective

5. Implementing our plans

To deliver on these commitments, we will work to develop a robust governance structure for climate and sustainability as a priority. Delivering the plan will require 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. The governance structure that will be set up will make these critical decisions over the coming years.

The actions within this plan will be regularly reassessed and updated to reflect changes in the world around us and the latest reporting requirements. 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.



King's Culture Climate Collective brings together climate-inspired art and creative research



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 CO₂ is captured, used to produce a new product, and stored in a product for a climate-relevant time horizon.

Carbon dioxide (CO₂): One of the main greenhouse gases that contribute to global warming.

Carbon dioxide equivalent (CO₂e): 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 climate change.

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 climate change.

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 climate@kcl.ac.uk

King's Climate & Sustainability Action Plan

Appendix A

The actions in this document work towards the targets set out in this Climate & Sustainability Action Plan. They aim to both minimise the negative impacts and maximise the positive impacts we can have in addressing the climate crisis. The actions have been co-created with students and staff through King's Climate Action Network (King's CAN) and will be updated regularly to ensure they remain relevant and ambitious.

Energy consumption

Impact area	Objective	Target	KPI	Related SDGs
Energy consumption	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 that integrates the findings of the Heat Decarbonisation Plan in 2023, and review it annually.	Availability of CMP and review dates on the website.	7, 11
	Improving the energy efficiency of our estate by identifying opportunities and sourcing external funding, and supporting staff- and student-led projects.	Review 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
		Support at least one energy-related student or staff project per year.	Amount (£) of funding secured.	7, 11, 4
		Reduce scope 1 and 2 emissions by 25% by 2025, and 50% by 2030.	Number of student projects proposed/supported.	7, 11, 4
		Develop training for engineering team to spot energy efficiency opportunities in 2022-23, and train 100% of engineers by 2025.	Scope 1 and 2 carbon emissions.	7, 11, 13
		Assess at least one potential site for on-site renewable energy generation per year.	Availability of training and % of engineers trained on energy efficiency.	7, 11, 13
	Undertaking feasibility assessments to increase the amount of on-site renewable energy generation.	Set targets for on-site solar PV capacity in 2023-24.	Number of sites with renewable electricity generation.	7
		Trial at least one other system to generate and store excess energy on campus by 2025.	kWh produced by on-site renewables.	7
		Increase the percentage of our electricity baseload from PPAs by 2025.	Number of trials to generate and store energy.	7
	Increasing the amount of electricity supply covered by Power Purchase Agreements.	Increase the percentage of our electricity baseload from PPAs by 2025.	% of electricity baseload purchased through PPAs.	7, 8
	Engaging with our partners (including our NHS Trust Partners) to decarbonise their operations.	Targets and KPIs to be determined with our partners.	Targets and KPIs to be determined with our partners.	11, 13, 17
	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 consumed.	6, 11
	Developing an electric vehicle strategy to switch King's vehicles and set up the required on-campus infrastructure.	Replace all university-owned road vehicles with electric vehicles by 2025.	Number of electric vehicles owned by the university; number of non-electric vehicles owned by the university.	11
		Install charging points at all campuses by 2025.	% of campuses with charging points.	11
		Switch fuel for off-road sports ground vehicles to biofuel by 2025.	% of fuel for off-road vehicles purchased as biofuel.	11
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	
Engaging students and staff in energy efficiency	Develop communications to building users to share information on works being done by 2023-24.	Number of campus projects related to energy efficiency that have signage.	7	
	Discuss feasibility of energy fund similar to Sustainability Projects Fund by 2023-24.	Discussion of energy fund at ERM by 2023-24.	7	

Property and construction

Impact area	Objective	Target	KPI	Related SDGs
Property and construction	Embedding a whole life carbon approach in the university's Estates Strategy and campus masterplan decision-making, from design to end-of-life of the building.	Set targets for all capital projects over a set value to develop whole life carbon report by 2025, reported at strategic level.	Availability of embedded carbon reports for all projects.	11
	Updating sustainable building design standards and embedding these into the project lifecycle from the procurement stage onwards.	Publish sustainable building design standard by 2023, including guidance on how to embed this at every stage of a project.	Availability of sustainable building design standard and guidance.	11
	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 2022-23.	Availability of guidance.	11, 13
		Assess 50% of projects for carbon in 2023-24, and 100% of projects in 2024-25.	% of projects that include carbon assessment.	11, 13
	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 2023-24.	Availability of guidelines.	11, 13
		Train all project managers on these guidelines by 2024-25.	% of project managers trained.	11, 13
		Reduce embodied carbon in buildings by 50% between availability of methodology and 2040.	Tonnes of embodied carbon per square metre of building project.	11, 13
		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
	Including renewable energy generation feasibility in all new developments and major refurbishments.	Include renewable energy generation feasibility in all new developments and major refurbishments by 2025.	% of projects including renewable energy generation feasibility.	7, 13
	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 2023-24.	Availability of scoring mechanism for climate risk.	11
		Assess all King's buildings for climate risk by 2024-25.	% of buildings scored.	11
		Develop action plans for buildings most at risk by 2025-26.	% of most at-risk buildings with action plan.	11
	Engaging local communities in sustainability improvements to our estate.	Develop approach of how to engage local communities in our estates projects by 2023-24.	Availability of plan to engage local communities.	11
Exploring implementing internal carbon pricing to better align financial decision-making criteria with King's climate action goals.	Develop internal carbon pricing guidance by the end of 2022-23.	Availability of guidance.	11, 13	
	Include internal carbon pricing in all whole life carbon reports by 2025.	% of projects that include carbon pricing in carbon assessment.	11, 13	

Carbon sinks

Impact area	Objective	Target	KPI	Related SDGs
Carbon sinks	Ensuring the Biodiversity Action Plan is implemented and updated regularly.	Carry out 100% of actions in the 2018-23 Biodiversity Action Plan by 2025, subject to feasibility of actions.	% of actions carried out.	15
	Exploring and evaluating opportunities for carbon capture, utilisation and storage to remove existing carbon from the atmosphere.	Develop and publish King's offsetting policy by 2024-25.	Availability of offsetting policy.	13

Purchasing and procurement

Impact area	Objective	Target	KPI	Related SDGs
Purchasing and procurement	Aiming for the top suppliers covering 75% of spend to have carbon reduction targets by 2025.	Largest suppliers, covering 75% of spend, to have carbon reduction targets by 2025.	% of King's spend that is with suppliers with carbon reduction targets.	9, 12, 13
	Improving data and evaluation of supply chain sustainability.	Ensure sustainability KPIs are on the agenda for all supplier meetings by 2023-24.	% of supplier meetings that have sustainability KPIs on the agenda.	9, 12
		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
	Identifying carbon-intensive and unsustainable product categories and supporting decision-making through low-carbon, sustainable buying guides.	Identify key target categories in 2022-23.	Availability of list of categories.	9, 12
		Develop buying guides or swap for more sustainable options for 50% of these categories in 2023-24 and 100% in 2024-25.	Availability of buying guides or list of more sustainable options.	9, 12
		List sustainable suppliers first in product catalogue by 2022-23.	Availability of function to list sustainable suppliers first.	9, 12
		Include sustainability considerations into all procurement decisions concerning the estate and our emissions by 2023-24.	% of procurement decisions concerning the estate and with an impact on our emissions containing sustainability considerations.	9, 12, 13
	Reducing non-essential goods and services purchased.	Develop tool to evaluate which purchases are essential by 2023-24 to avoid non-essential purchases.	Availability of tool to evaluate essential purchases.	9, 12
		Produce guidance prioritising higher-quality products with longer lifespans and repair over replacements by 2025.	Availability of guidance.	9, 12
		Explore one opportunity for using a product-service system per academic year.	Number of opportunities explored.	9, 12
	Working with suppliers and staff to reduce the frequency of deliveries.	Identify one major supplier to reduce delivery frequency per academic year.	Number of suppliers reducing delivery frequency.	9, 12
		Join consolidated delivery project led by GSTT by 2024-25.	Membership of consolidated delivery project.	9, 12
		Engage with at least two suppliers per academic year to reduce packaging from deliveries.	Number of suppliers engaged on packaging from deliveries.	9, 12, 17
	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
		Establish programme of supplier engagement events by 2023-24.	Number of supplier engagement events.	9, 12, 17
	Improving ICT procurement.	Request carbon data from key ICT suppliers annually, and use this to improve supply chain emissions methodology.	Availability of carbon data.	12, 13
		Include energy use as part of assessment criteria for ICT suppliers by 2023-24.	Number of assessments that included energy usage as criteria.	7, 12, 13
	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 2023-24.	Amount of funding given to departments/laboratories.	12
		Investigate whether labs could share equipment to wash/sterilise, to make it more financially feasible to use reusable alternatives to single-use plastics by 2023-24.	Number of pieces of shared washing/sterilisation equipment in labs.	12
	Improving our methodology for estimating supply chain emissions.	Develop updated methodology for estimating supply chain emissions by 2024-25.	Availability of new methodology. Tonnes of CO2e from supply chain.	9, 12, 13 9, 12, 13
Regularly reviewing and updating the Socially Responsible Procurement Policy and ensuring compliance with it.	Review Socially Responsible Procurement Policy in line with policy review cycle.	Date of last policy review.	9, 12	
	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	

Waste management

Impact area	Objective	Target	KPI	Related SDGs
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 in the set timeframes.	% of actions within Waste and Resource Strategy and Action Plan achieved on time.	12
	Reducing waste across campuses.	Reduce operational waste by 30% by 2023-24 compared to the 2017-18 baseline.	Tonnes of operational waste.	12
		Reduce food waste per capita by 50% by 2030 compared to 2018-19.	Tonnes of food waste per FTE.	12
	Increasing recycling rates across campuses.	Achieve average recycling rate of 73% in 2022-23.	% of waste going to recycling, AD or reuse.	12
		Achieve average recycling rate of 75% in 2023-24.	% of waste going to recycling, AD or reuse.	12

Food

Impact area	Objective	Target	KPI	Related SDGs
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 Sustainable Food Policy and Fairtrade Policy within policy review cycle.	Date of last policy review.	8, 12, 15
		Achieve 3* Sustainable Restaurant Association rating in annual submissions.	Number of SRA stars.	8, 12
	Encouraging sustainable food choices and limiting food waste through behavioural change campaigns and strengthened communications about related initiatives.	Ensure 65% of restaurant choices are plant-based each academic year.	% of restaurant choices that are plant-based.	12
		Monitor and report on food waste every year.	Availability of food waste data.	12
		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
		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
		Communicate about sustainable food initiatives at least once per term through sustainability channels.	Availability of sustainable food communications from sustainability team.	12
		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.
	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
		Track number of on-campus composting schemes annually.	Number of campus composting schemes.	12
		Continue to discuss opportunities to reduce packaging or replace with recyclable alternatives at least annually.	Date of discussion on reducing packaging.	12
		Provide food waste caddies at all buildings with King's-managed waste streams by 2022-23.	% of buildings with food caddies available.	12

Business trips

Impact area	Objective	Target	KPI	Related SDGs
Business trips	Reducing the need for travel by continuing to support staff in using digital alternatives.	Make training on digital alternatives available to all staff at least annually.	Availability of training on digital alternatives to meetings.	9, 13
	Defining 'essential' business travel and agreeing on a plan for how we significantly reduce 'non-essential' travel.	Develop definition of 'essential' travel in 2022-23.	Availability of definition of essential travel.	13
		Develop suggestions on how to reduce non-essential travel in 2023-24.	Availability of suggestions of how to reduce non-essential travel.	13
	Working towards ceasing air travel within mainland UK, excluding a set of exceptional circumstances.	Reduce mainland UK domestic air travel emissions by 95% compared to 2018-19.	Tonnes of CO2e from UK mainland air travel.	13
	Increasing awareness of the policies that allow rail travel even where it is more costly than the equivalent flight, and encouraging staff to use land-based travel.	Include travel policy in all staff inductions by 2023-24, highlighting its sustainability elements.	Inclusion of travel policy in staff inductions.	13
	Engaging with our travel provider to make international train journeys easier to book and provide information on sustainable travel to our most common destinations	Develop front page within booking portal by the end of 2022-23, displaying information on sustainable travel booking.	Availability of front page, number of page views.	13
	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
		Identify and engage with at least one King's partner per academic year to share approaches to reduce unnecessary travel.	Number of engagements with King's partners on travel.	13, 17
		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
Publicly reporting our business air travel emissions annually.	Publicly report our business travel emissions annually.	Availability of annual reporting.	13	

Commuting

Impact area	Objective	Target	KPI	Related SDGs
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
		Engage with supplier of software to establish the most sustainable approaches to using their applications by 2023-24.	Number of engagements with suppliers.	11, 13
	Encouraging low-carbon transport by continuing to improve on-campus cycling facilities and supporting the active travel initiatives.	Increase on-campus cycling facilities each year.	Number of bike parking spaces.	3, 11, 13
		Improve satisfaction with cycling facilities by 2025 compared to 2018-19.	Satisfaction with facilities in travel survey in 2024-25.	3, 11, 13
	Identifying opportunities to help accelerate the transition away from fossil-fuelled private vehicles.	Investigate scope for providing electric vehicle charging points in 2022-23.	Availability of report on electric vehicle chargers for staff use.	11, 13
		Engage 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 electric vehicle chargers available.
		Number of engagements on transport with councils.	3, 11	

Student end-of-term travel

Impact area	Objective	Target	KPI	Related SDGs
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 in 2022-23.	Availability of methodology.	13
			Tonnes of CO2e of emissions from end-of-term travel.	13
	Engaging with students around understanding their travel carbon footprint and enabling them to take action to reduce their overall carbon footprint.	Hold consultation event with international students on travel in 2022-23.	Number of consultation events.	13
	Working with students to identify what community-building activities and programmes could support a reduction in air travel during short holidays.	Hold consultation event with international students on travel in 2022-23.	Number of consultation events.	13
	Piloting a slow travel programme to connect students with similar journeys to travel together to make longer, more sustainable journeys more enjoyable and affordable.	Develop fund for pilot slow travel programme in 2022-23.	Availability of fund.	13
		Hold pilot in 2023-24.	Number of students taking part in pilot.	13

Students and education

Impact area	Objective	Target	KPI	Related SDGs
Students and education	Including climate change and sustainability in the Education Strategy and Service Learning approach, and ensuring appropriate resources are set aside to deliver on this commitment.	Include climate change and sustainability in next Education Strategy review.	Inclusion of climate change and sustainability in Education Strategy review.	4
		Assign resource to deliver on sustainability education in 2022-23.	Amount of funding/availability of funding set aside for sustainability education.	4
	Rolling out Carbon Literacy across the university to help our students, staff, suppliers, partners and local communities become carbon literate.	Pilot Carbon Literacy training in 2022-23.	Number of students and staff taking part in pilot training.	4, 13
		Achieve 500 students and staff trained on carbon literacy by the end of 2023-24.	Number of students and staff trained overall.	4, 13
	Ensuring all students have the opportunity to learn about climate change and sustainability as part of their formal education.	Continue to make the online KEATS module available to all students and staff every academic year.	Number of students and staff enrolled in KEATS module.	4, 11, 13
		Report on SDG curriculum audit and develop action plan based on the findings in 2022-23.	Availability of SDG mapping report and action plan.	4, 11, 13
		Achieve SOS-UK Responsible Futures accreditation by 2025.	Achievement of accreditation.	4, 11, 13
		Set up a Climate Education Task Force with members from all departments to further embed sustainability into degrees and scope opportunities to develop interdisciplinary approaches to climate by 2025.	Number of meetings of task force.	4, 11, 13
	Working towards making the online climate and sustainability module credited and externally accessible with the help of required resources.	Make the KEATS module credited by 2024-25.	Availability of credited KEATS module.	4, 11, 13
		Launch the KEATS module as an external online course in 2023-24.	Availability of public online module.	4, 11, 13
			Number of learners taking public online module.	4, 11, 13
	Establishing a Climate and Sustainability Leadership Academy with a programme of mentorship and training to support students in becoming sustainability leaders.	Establish Climate and Sustainability Leadership Academy by 2025.	Availability of Climate and Sustainability Leadership Academy.	4, 9, 11, 13, 17
	Supporting educators in embedding climate change and sustainability into their programmes.	Develop a toolkit for educators by 2023-24.	Availability of toolkit for educators.	4, 11
			Number of downloads or page views of toolkit.	4, 11
	Developing clear volunteering, research and employability opportunities for students around climate and sustainability.	Offer 10 volunteering, research or employability opportunities for students every academic year.	Number of volunteering, research or employability opportunities.	4, 8, 11
		Develop 'Spotlight on Sustainability' events bringing climate leaders and alumni to campus to share their sustainability experiences and offer career opportunities for students in 2023-24.	Number of 'Spotlight on Sustainability' events held yearly.	4, 8
		Maintain an active, annual dialogue with KCLSU and the different clubs and societies to ensure sustainability is considered across all activities.	Date of last discussion on sustainability with KCLSU.	4, 11
	Offering all students the opportunity to learn about climate and sustainability outside the formal curriculum.	Establish a forum for students to talk about climate action, linking to their career choices and degree programmes in 2023-24.	Availability of forum for students to talk about climate action.	4, 8
		Set up an online advice box/Q&A to allow students and staff to ask practical sustainability-related questions, such as on recycling, energy providers and sustainable accommodation in 2022-23.	Availability of online advice box/Q&A for sustainability-related questions.	4, 11
		Include climate and sustainability in King's Summer Programmes by 2022-23.	Number of students taking part in climate and sustainability-themed King's Summer Programmes activities.	4
	Engaging students and staff in our climate action process.	Create learning opportunities on areas such as offsetting and sustainability reporting in 2022-23.	Number of learning opportunities.	4
		Keep the Climate Action Network running annually to engage the King's community and promote ways to get involved.	Availability of King's Climate Action Network.	4, 11, 16
	Exploring opportunities to promote and support careers in climate and sustainability fields and roles.	Develop a plan to further promote and support careers in climate and sustainability fields and roles by 2023-24.	Availability of plan.	4, 8, 11, 13
	Scaling up Living Lab for Sustainability projects as part of the formal curriculum (such as the Sustainability in Practice module) where students tackle local challenges by using the university and local communities as a testbed.	Offer five living lab projects to students every academic year.	Number of living lab projects offered to students.	4, 11

Sustainable research

Impact area	Objective	Target	KPI	Related SDGs
Sustainable research	Establishing an interdisciplinary home for cross-departmental research collaboration, climate education and public engagement.	Establish interdisciplinary home for cross-departmental research collaboration, climate education and public engagement by 2025.	Availability of interdisciplinary hub.	13, 17
	Initiating new partnerships, projects and funding through interdisciplinary events and topic-specific workshops for researchers from different departments.	Hold one interdisciplinary event or workshop per term.	Number of interdisciplinary events or workshops.	13, 17
	Exploring opportunities to hire strategically for climate- and sustainability-related research staff and students.	Target for hiring climate and sustainability-related research staff and students to be determined.	Number of climate- and sustainability-related research staff and students hired.	9, 17
	Strengthening the climate and sustainability research network for PhD students across King's.	Establish climate and sustainability research network for PhD students in 2022-23.	Availability of climate and sustainability research network for PhD students.	4, 13, 17
		Hold at least one event for PhD network per academic year.	Number of events held for PhD network.	4, 13, 17
	Promoting sustainable practices in research by supporting researchers and expanding the Laboratory Efficiency Assessment Framework (LEAF) programme to 100% of laboratories, potentially including it in job descriptions.	Achieve 100% participation in LEAF among King's laboratories by 2025.	% of King's laboratories taking part in LEAF programme.	9, 11, 13, 17
		Develop plans for sharing equipment that may not be used frequently between labs by 2023-24.	Availability of plan for sharing equipment, number of pieces of equipment being shared.	11, 17
		Explore whether sustainability and climate justice considerations can be embedded into research procedures such as research ethics to prioritise the use of sustainable materials and processes by 2025.	Inclusion of sustainability and climate justice considerations in procedures.	10, 11, 17
	Developing and implementing a cold storage strategy to reduce energy use of freezers and fridges.	Develop a cold storage strategy by the end of 2023-24.	Availability of cold storage strategy.	7, 11, 13
	Updating our online communications, including new webpages on climate and sustainability research and action.	Launch climate and sustainability research webpages in 2022-23.	Availability of climate and sustainability research webpages.	4, 11
Building stronger partnerships with peer institutions through university networks, and leveraging existing partnerships with government, civil society and the private sector.	Engage with at least two networks per academic year.	Number of external networks engaged with.	13, 17	

Responsible investment

Impact area	Objective	Target	KPI	Related SDGs
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.	9, 13, 16
			Number of student and staff consultation opportunities during reviews.	9, 13, 16
	Continuing our work to go beyond the 40% responsible investment target.	Set new responsible investment target in 2022-23.	Availability of new responsible investment target.	9, 11, 16
	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
	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 in 2022-23.	Number of universities in conversation about divestment.	13, 16

Community and engagement

Impact area	Objective	Target	KPI	Related SDGs
Community and engagement	Running regular listening campaigns around climate change and sustainability to ensure we are responding to the evolving needs and challenges of our local communities.	Run listening exercise on climate and sustainability with at least 10 local organisations by the end of 2022-23.	Number of listening events, number of organisations involved.	11, 13, 16, 17
		Take part in at least one environmental local community project per academic year.	Number of local community projects taken part in.	11, 13, 16, 17
		Create a fund to support initiatives that target climate action in our communities by 2024-25.	Availability of fund.	11, 13, 16, 17
		Invite regular feedback to our Climate and Sustainability Action Plan from our wider community as part of annual community projects.	Number of community partners/members invited to feed back.	11, 13, 16, 17
	Sharing our findings and experiences of climate action by publishing our Climate Action Plan and Network methodology and ensuring easy access to climate change and sustainability information.	Publish Climate Action Network methodology in 2022-23.	Availability of methodology.	13, 17
		Create public website for climate action in 2022-23, summarising research, education and projects.	Availability of climate website.	13, 17
		Make our online climate and sustainability module available to the public in 2023-24.	Availability of climate and sustainability module to the public.	4, 11
		Organise Climate Action Symposia series available to the public in 2023-24, with the topic of the events being led by what the community wants to learn about.	Number of Climate Action Symposia events held.	4, 11
	Supporting initiatives that target climate action and sustainability in our communities.	Take part in at least one sustainability-related local project per academic year.	Number of projects taken part in.	11, 13, 17
	Engaging with our local councils on climate and sustainability action and strategies.	Engage with each local council at least once per academic year on climate and sustainability.	Number of engagement activities with councils.	11, 13, 17
		Embed climate and sustainability into new MoUs by 2025.	Inclusion of climate and sustainability in MoUs.	11, 13, 17
	Developing clear climate- and sustainability-focused service opportunities with local organisations and schools for students.	Identify five projects for students with partner organisations per academic year.	Number of projects with partner organisations available.	11, 17
	Providing more climate and sustainability events and resources that are accessible to the general public.	Create public website for climate action by the end of 2022-23.	Availability of website.	11, 13, 17
	Strengthening collaboration with other universities to share best practices and challenges and develop projects together.	Engage with sector-wide networks and other universities at least once per term.	Number of engagement activities with networks or other universities.	17
Include climate and sustainability in Widening Participation projects.	Include climate and sustainability in at least one project per year.	Existence of climate and sustainability project.	4	
Advocating for climate (justice) and sustainability in our partnerships and exploring our role in supporting transitions in the Global South.	Targets and KPIs on our partnerships to be determined.	Targets and KPIs on our partnerships to be determined.	10, 16, 17	

Governance

Impact area	Objective	Target	KPI	Related SDGs
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
		Implement internal carbon pricing to better align financial decision-making criteria with King's climate action goals.	% of projects that include carbon pricing in carbon assessment.	11, 13
	Strengthening climate and sustainability governance at all levels of King's.	Develop draft climate and sustainability governance structure in 2022-23.	Availability of draft governance structure.	11, 16, 17
		Form climate and sustainability committee, including student and staff representation, by 2023-24.	Availability of terms of reference for climate and sustainability committee.	11, 16, 17
		Appoint a Sustainability Lead/Champion in each department and directorate.	Availability of an up-to-date list of Sustainability Leads/Champions in each department and directorate.	11, 16, 17
		Set up a Climate Advisory Board comprising internal and external experts/stakeholders to provide counsel and scrutiny.	Availability of terms of reference for climate advisory board.	11, 16, 17
		Train 100% of University Executive and Council on carbon literacy in 2022-23.	% of University Executive and Council trained on carbon literacy.	11, 16, 17
		Include climate and 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

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